

The NATIONAL UNDERWRITER

Life Insurance Edition

1

1st WARTIME SALES DAILY

**To Every NALU Member
Who gave up his
1942 Convention seat
to this Lady . . .**



WE'RE mighty sorry that we won't have the pleasure of your company in Minneapolis this month. We looked forward for a long while to playing host to you and, judging by advance reservations, a good many of you were setting your sights for a visit to the City of Lakes. But war put the S. R. O. sign on the nation's transport facilities and you cheerfully gave up your Convention seat to the Lady whose proud figure, with torch upheld, stands for Liberty and Freedom and Right and Justice — all those tremendously important things which America is fighting to preserve. And we heartily agree that nothing must interfere with prosecution of the cause she represents.

Foregoing a full-fledged Convention this year — valuable as that annual meeting would have been — is only one of the contributions which NALU men are making to bring victory. Many are serving in the nation's armed forces.

Many are devoting time and effort to civilian defense work. All are doing their part as exponents of the gospel of thrift — through Life Insurance and War Bonds — to maintain the strong economy and high morale so necessary at home if battles are to be won abroad.

We look forward to a gala *Victory Convention* in Minneapolis when the war has been won. And we hope you'll plan now to be on hand in this Land of 10,000 Lakes when that day comes.

W. W. SCOTT, General Chairman
Lincoln National Life

W. S. LEIGHTON, Co-Chairman
New York Life

A. R. HUSTAD
Northwestern National Life

D. J. LUICK
Connecticut General Life

R. G. HICKERSON
Canada Life

F. T. McNALLY
Massachusetts Mutual Life

E. J. SHERMAN
Penn Mutual Life

1942 Executive Convention Committee of the

Minneapolis Association of Life Underwriters

(This space contributed by Northwestern National Life Insurance Company)

TUESDAY, AUGUST 18, 1942

*Through Our Convention Representative,
Grant Taggart, and President O. J. Lacy,*

CAL-WESTERN PAYS TRIBUTE TO N.A.L.U.'S "SOLDIERS OF FREEDOM"!



O. J. LACY



GRANT TAGGART

IN THESE TIMES, the contribution of an individual or a group to the nation's war effort must be measured in terms of its effect on the winning of the war, and the effect it will have on the national welfare when peace finally comes. Thrift helps the nation in war, and prepares its citizens for peace. We compliment the Life Underwriters of America, through their official organization, the National Association of Life Underwriters, on their monumental contribution to ultimate victory through the sale of new Life Insurance, and the sale of U. S. War Savings Bonds!

**California
Western
States
Life
Insurance Company**

HOME OFFICE

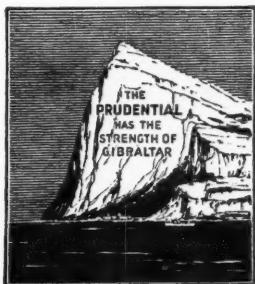
SACRAMENTO

A Job Worth Doing Well

If the National Convention could have been held as usual this year, delegates would have heard much about the part that life insurance can play in these days of combat and in the ultimate era of peace.

New opportunities and new obligations are presented to those engaged in our business, because of the very essential aid we can render toward the financial undergirding of the Nation's war effort and the prevention of price inflation.

Rightly understood, the task of the life underwriter at this time challenges each of us and all of us to step up to new levels of helpful and successful service.



The Prudential
Insurance Company of America
Home Office, NEWARK, N. J.



FULL MEASURE FOR THE FIELD

The past decade has dulled the edge of many selling tools Life Insurance Salesmen formerly considered their best.

- *Declining interest earnings brought higher premium rates.*
- *The number of conversion options and guaranteed conversion rates dwindled.*
- *Settlement options became less generous.*

Occidental, along with all companies, bowed to this course of events.

BUT

Occidental added to its ratebook *new* tools to compensate the Field for such necessary restrictions.

Here is the Record:

- 1930—Top commissions on key Term Insurance plans.
- 1932—Company *retained* Monthly Income Disability, contrary to an almost universal trend toward discontinuance. Continued to offer \$10 of monthly income for each \$1,000 of insurance, with waiting period of only 4 months.
- 1933—Popular Premium Deposit Agreement—a savings fund for policyholders, for use along with regular premium payments.
- 1935—Family Income plan made available in rider form—attachable to *any* Life policy, including Term, new or already in force.

1936—Lifetime Renewals (5%) on Life policies for full time Agents.

1937—Commercial line of Accident and Health policies in addition to an already complete line of Industrial and Intermediate Accident and Health Insurance.

1938—Five-Year Term policy, renewable to age 60, convertible to age 65, with renewal and conversion rates *guaranteed*.

1939—Wholesale Insurance for firms (10 to 49 employees) not large enough to qualify for the Company's Group Coverage.

1940—New Family Group Policy.

1941—Income Replacement Policy, low-cost monthly income for beneficiary from time of insured's death until he would have been age 65. (It is, in effect, a Family Income Rider to *supplement* any Life policy.)

1942—*The Policy With A Heart*—A & H written in combination with Life, but with these new advantages: (1) Claim payments not prorated in case of occupational change. (2) Waiver of Premiums for A & H portion also. (3) As much as \$10,000 Accidental Death Benefit with a \$2,000 Life policy.

! ! ! . Maximum volume limit of non-medical business (male) increased to \$5,000.

! . . . Retention on substandard risks increased.

OCCIDENTAL LIFE INSURANCE COMPANY of CALIFORNIA

HOME OFFICE—LOS ANGELES

"THERE'S A STAR IN THE WEST"

Compromise on Board Chairman

Two Billion War Bond Goal by Dec. 31 Proposed

Andrews Tells of Successful Campaign for Salary Deduction Plan

The \$1,000,000,000 war bond sales convention goal of the National association has been exceeded by more than \$100,000,000 and a new goal of \$2,000,000,000 by Dec. 31 was urged by William H. Andrews, Jr., Jefferson Standard Life, Greensboro, N. C., in his report as chairman of the national defense savings committee. In the first eight months of the war life underwriters have sold 10 times as many bonds as were sold in a like period during the first world war.

Some 50,000 salary savings plans have been established, participated in by nearly 9,000,000 people. Mr. Andrews pointed out that the sales figures do not include estimates from cities where separate association figures are not available.

Despite the initial success of the war bond program, Mr. Andrews predicted that life underwriters will continue their good work throughout the duration, installing new plans, bringing old plans up to 100 percent and seeing to it that each individual goes on the 10 percent of salary plan.

"Your committee cannot emphasize too strongly the importance to the life underwriter of doing outstanding work in this activity. It is another part of the great job the life insurance business is doing in staving off inflation; it is an important contribution to winning the war, and it is a prestige builder for the life insurance business and for the agent second to none," he said.

Three Point Program Is Suggested by Hoffman

In his first annual report as managing director, Maxwell L. Hoffman presented a three point program for consideration:

1. That the association adopt a continuing program of fundamental policies in regard to such matters as a permanent membership philosophy, state qualification laws, educational programs, etc., sufficiently malleable to protect the financial and professional status of the life underwriters



M. L. Hoffman

Presides Over Wartime Session



JOHN A. WITHERSPOON

Many unusual problems due to war conditions faced the national council of the National Association of Life Underwriters when President John A. Witherspoon, John Hancock, Nashville, opened its annual session at the Edgewater Beach Hotel in Chicago, Tuesday morning.

during changing conditions; keeping in mind the proposition set forth in the articles of incorporation that one of the principal purposes for the association is the improvement of the life insurance agent.

2. That prompt study be given to a better coordination of the local, state and national bodies, through carefully considered amendments to the by-laws, making the state association a more integral part of the organization structure, as recommended by the committee on state and regional associations for several years.

3. That in view of possible greater restrictions on travel and the probability that our regular annual conventions will not be resumed until after the war, this convention consider the adoption of a resolution providing for the working out of some plan for voting by mail, or some form of proportional representation by states or regions, in order that our democratic process may be continued during the duration of the emergency.

Mr. Hoffman paid a touching tribute to his predecessor, the late Roger B.

Hull: "His keen mind was motivated by a great heart with the result that his decisions were mellowed by consideration for opposing opinions which gave him a place, among those privileged to be closely associated with him, enjoyed by but few men."

Homer Rogers, N.A.L.U. Trustee, Incapacitated

Homer L. Rogers, Indiana state manager for Equitable Society, is afflicted with a malady that involves his legs and has been out of commission for several weeks. He is a trustee of the National Association of Life Underwriters but was unable to attend the Chicago sessions this week.

Zimmerman Unable to Attend

C. J. Zimmerman, former Chicago general agent of Connecticut Mutual and past president of the National association, now a lieutenant-commander in the

Settle Controversy as N. A. L. U. Opens Annual Meeting

New Official to Be Executive Vice-president, Without Additional Powers

After a day and a half of deliberations at the Edgewater Beach Hotel in Chicago, the trustees of the National Association of Life Underwriters Monday noon announced that they had reached an entirely harmonious, compromise agreement on the James E. Rutherford-chairman of the board issue, which was the most exciting question facing the convention. Instead of creating the new position of chairman of the board, there will be created the headquarters office of executive vice-president and instead of giving this salaried official the powers and independence of action originally proposed by a special committee and approved by the trustees, he will be simply the top staff man, subject to normal direction from the elected officers.

That this decision will be ratified by the national council Tuesday afternoon and by the delegate body Wednesday morning is fully anticipated and the atmosphere was cleared when the trustees' action became known.

Expect Turnout of 300

An attendance of more than 300 is expected at the national council meeting and the luncheon Wednesday may draw a crowd of perhaps 400, including many Chicagoans. The convention, originally scheduled for Minneapolis this week, was transferred to Chicago in deference to the wartime transportation emergency. Most of the faces familiar at N.A.L.U. conventions year after year are present. The tempo and spirit of the gathering are more those of the mid-year meeting, but the attendance is larger and questions of first importance are to be faced. The trustees and many other leaders were on the scene Sunday and on Monday the convention group was considerable. The weather was pleasant and the atmosphere of the Edgewater Beach Hotel was conducive to fraternizing and group discussions.

There is an interesting election in prospect Tuesday afternoon, with 10 candidates for six positions on the board of trustees and the political elements were busily engaged.

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navy, who had expected to attend the Chicago meeting, sent word that he would be unable to make it, as he has just been transferred from Washington to Boston. He is still in the war bond division of the navy.

WHERE HAVE WE BEEN and WHERE ARE WE GOING?

By A. R. JAQUA

Associate Editor, Diamond Life
Bulletins

What has happened to the life insurance business since the last national convention in Cincinnati?

What has happened in the business since the 1930 convention, when everyone was excited about writing the second hundred billion?

What's the outlook for the next eight years until 1950?

Bold and probably foolish is the man who would make a prophecy for any single industry covering a period of eight years, particularly in a world changing

Mr. Jaqua has had a remarkably fortunate opportunity to make observations of life insurance because he has visited all parts of the country in recent times and talked with company officials, general agents, managers and agents. His contribution in this issue does not necessarily mean that he has developed these thoughts out of his own experience but they represent a composite picture of what he has observed. He possesses an absorbing mind. He has a keen eye and a ready ear. He looks backward, he studies today and he peers into the future.

as rapidly as this one. But the past at least is clear and from that we may be able to judge a little of what is to come. And even if we are wrong, it doesn't make a great deal of difference because life insurance itself and those who proudly sign "life insurance" when asked to give their occupation, have shown an astounding ability to adjust themselves to changing circumstances and to grow bigger and better.

The Last 12 Years

Since 1930, the assets of legal reserve companies have increased from \$18,880,000,000 to \$35,095,000,000 — almost doubled. Surely that is a creditable record for a financial institution during the worst and most prolonged depression the country has ever known, and including a year of war. In 1930, new business paid for totalled \$19,000,000,000. 1930 and 1931 were all-time highs. In 1935, the total paid for was \$14,000,000,000, and about the same for 1938 and 1939. In 1941 (the last year of complete record), new business paid for totalled \$17,500,000,000.

Life insurance in force in 1930 was \$113,500,000,000. At the end of 1941, it was almost \$132,000,000,000. That's a gain of a little more than \$18,000,000,000 in 11 years—which isn't so bad when you consider that in 1910, when most of the men now writing life insurance were going to school, there was only \$16,000,000,000 in force altogether.

Number of Agents Decreased

The number of agents soliciting life insurance has decreased perhaps 20 percent from a few years ago. Yet fewer agents are writing almost as much business. Agents now in the field are optimistic concerning these facts because obviously with the number of policyholders increasing and the number of agents decreasing there tends to be more policyholder business for active agents.

One of the astonishing things about life insurance is that there seems to be no saturation point. In 1937, social security put in force approximately \$50,000,000,000, or almost half of the total amount legal reserve companies had in force, and yet life insurance sold individually has gone steadily ahead.

EXPANDING MARKET

The past decade has seen an astounding growth in sales to markets which previously had been overlooked or neglected. To name a few:

Juvenile Insurance—That is, sales to children from age 0 to 10—was almost an unknown quantity in 1930, but today

is of very great importance. Coupled with this juvenile business has been a tremendous increase in the number of policies on the lives of boys and girls from age 10 to 20—so-called "Father and Son" or "Father and Daughter" insurance. Together, these two fields account for nearly 20 percent of the total production.

New Annuity Premiums—have likewise shown an interesting curve. In 1930, total new annuity premiums were \$108,000,000. In 1935, they reached an all-time high of \$387,000,000—even more than new insurance premiums, which totalled \$377,000,000. New annuity premiums in 1941, totalled \$195,000,000 as

against \$11,000,000 in 1920 and \$6,000,000 in 1910.

Salary Savings or Payroll Allotment Insurance—is likewise a lusty infant. Relatively unknown and somewhat

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Desire for Security Marks Present Day Insurance Market

Believing that today people want a sense of security more than anything else, Sis Hoffman, Union Central Life, Cincinnati, the first woman to attain the high distinction of becoming a life member of the Million Dollar Round Table, makes it a point to bear this in mind constantly in all her dealings with policyholders and prospects. Furthermore, she not only sincerely believes life insurance to be the best answer to the quest for security but that it is her job to reflect this positively in all her contacts with all types of prospects.



Sis Hoffman

According to Miss Hoffman, who in her 18 years in the business has paid for over 800 cases, the best way to maintain a continuously successful pace is to set a high goal for one's self, develop an intense desire to succeed and force one's self to keep a happy frame of mind no matter what happens in one's daily work. She does this largely by constantly reading all the inspirational material she can locate and by concentrating on constructive thinking. If you will just real-

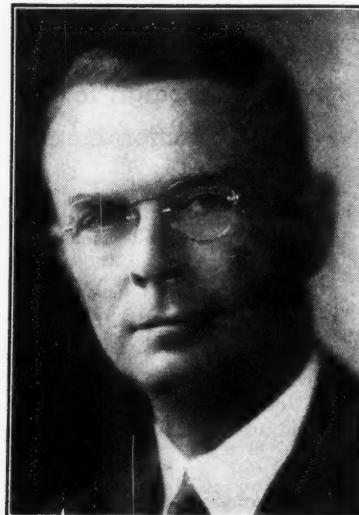
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Sales Readjustment to War Conditions Expected Soon

Many Positive Factors
Will Right Dislocation
During Hectic Months

By M. ALBERT LINTON
President Provident Mutual Life

With national income increasing at an unprecedented rate to ever new high levels, we are witnessing what on the surface appears to be a paradox. Despite the increased margin of national



M. A. LINTON

income available for savings, the sale of life insurance has been running on unsatisfactory low levels for several months. Is there a logical explanation of this phenomenon? I think there is.

First of all, we must not underestimate the consequences of having been plunged so quickly and unexpectedly into the war. Our normal processes were bound to be dislocated to an enormous extent. It would have been too much to expect the country rapidly to readjust itself mentally and otherwise so that it would provide a market for new life insurance on a basis commensurate with the new national income level. People simply aren't made that way.

War Clause Fortunate for Producers

Incidentally the war clause drive which the business experienced in December and January was a god-send to the field men. It gave them a lot of fat to live on during the lean months that were bound to follow. Taking the Life Presidents Association figures of new ordinary business from December, 1941 to June, 1942, inclusive, we find that the total exceeded by 10 percent that for the corresponding seven months' period commencing December, 1940; and by 6½ percent the production in the seven months preceding Pearl Harbor. Even yet there is something left to go on.

The months since Pearl Harbor have been hectic ones indeed. Business has not known what was going to happen to it. The conversion to a war economy dislocated all plans and concentrated men's attention on other things so that vast numbers of them have had no time to think of new life insurance purchases. Then there has been the profound disturbance bound to follow the rapid in-

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THE CHICAGO SUN
400 WEST MADISON STREET
CHICAGO

OFFICE OF
THE PUBLISHER

July 15, 1942.

MARSHALL FIELD, FOUNDER
SILLIMAN EVANS, PUBLISHER

Mr. C. M. Cartwright
Editor, The National Underwriter
175 West Jackson Boulevard
Chicago, Illinois

Dear Mr. Cartwright:

On behalf of The Chicago Sun I wish to welcome each member of the National Association of Life Underwriters to Chicago. This convention should be a highspot for the production men as a gathering place for the exchange of ideas. For in the hands of these men lies the mirror which reflects the great life insurance companies to the public.

Dr. George Gallup, director of the American Institute of Public Relations, recently made the following statement based on one of his scientific, fact-finding surveys:

"In the battle against inflation, the people are ahead of the government ... they want a program far more drastic than anything now being done".

I believe that one of our greatest institutions, Insurance, is deserving of considerable credit for this type of thinking. The men and women of the insurance world have, down through the years, instilled the ideas of saving and thrift into the consciousness of America.

It is only through logical application of those two stabilizing factors of our economic structure — savings and thrift — that we, as a nation, will be kept from plunging into financial chaos when the peace is won again.

Sincerely,
Silliman Evans

Silliman Evans, publisher of the new Chicago daily, the "Chicago Sun," expresses his opinion of life insurance and sends greetings to all in the business and especially those who are attending the meeting of the National Association of Life Underwriters in Chicago. Mr. Evans is "to the manner born." He has been in the newspaper field almost all his life, achieving great success in his home state of Texas, then becoming a Washington correspondent. He was fourth assistant postmaster general and was sent by the Reconstruction Finance Corporation to Baltimore to become the executive head of the Maryland Casualty Company to which it had made a large loan. In this way Mr. Evans came in direct contact with insurance men. In addition to his high post with the "Chicago Sun," he is also publisher of the "Nashville Tennessean."

Selling Yourself On - Not Off

By VINCENT B. COFFIN

Vice-president and Superintendent
of Agents Connecticut
Mutual Life

To Meet Future Under Wartime Conditions

As we face the fall and winter of 1942, from what would normally be the vantage point of the great annual convention of the National Association of Life Underwriters, what do we see ahead? Anyone is rash indeed who in these times predicts with certainty anything save uncertainty. We know that the nation and the whole national economy are undergoing countless readjustments and dislocations, to which our own business is no exception. And yet our institution was founded because of the very uncertainty of life. It would be difficult to find anything in the whole economy of the United States which more readily helps citizens through a period of readjustment, or around some dislocation than does life insurance.

Furthermore, we are all beginning gradually to enter a period of sacrifice, the extent and magnitude of which we can as yet barely imagine. Again, the life insurance concept is predicated on sacrifice, and for 100 years Americans have been willing to deny themselves temporary enjoyment in order that they might care for their loved ones and for their own later years through our great institution. Therefore while the times are exceedingly difficult, it may be properly said that life insurance is geared to difficult times, and that in such times it doubtless has its more important and useful function to play.

Should Understand Current Picture

For these reasons it seems very clear to me that life insurance production may continue to be excellent for those underwriters who understand the current picture, and are willing to pay the price of doing whatever is necessary to meet new and changed conditions. Close observation of our own field force throughout the year to date brings the certain conclusion that those men who have equipped themselves in better than average fashion, or who have shown greater than average sincerity of purpose are having mighty good years. An analysis of the 100 leading producers of the Connecticut Mutual shows that as a group these men are quite materially ahead of the same period last year in production. And yet there is nothing very remarkable in this assertion, for it could doubtless be demonstrated that the better men show progress whether it be peacetime or wartime. We might with profit examine the methods of some of these better men, to see if all of us can derive benefit from their example.

Mental Attitude Most Important

As again is eternally true, the mental attitude with which the underwriter approaches his task constitutes far and away the more important single element in his success or failure. Hence the topic of this article: "Sell Yourself On—Not Off." It has been truly amazing to me, in talking with many field men during the past few months, to find the extent to which some of them have convinced themselves in advance that certain things cannot be done, without giving them a trial. But after all we are human, and we are subject to the same jittery impulses as plague our clients, so the situation is probably natural enough. Until the underwriter swings himself into a positive and constructive attitude toward the successful distribution of life insurance by him personally, he won't get very far. And there are a great many signs to indicate that while it is admitted that frankly this is a difficult time to be selling life insurance, nevertheless a

good many of our fears are quite groundless. A few simple illustrations might clarify the point.

Some Recent Observations

The other day I heard a conversation between a life underwriter and a friend of mine who is his client. The life insurance man opened the conversation by asking my friend if he wasn't finding it exceedingly difficult this year to keep his insurance in force. To this the client replied that quite the reverse was true, because while he had a heavier income tax and was buying war bonds, that in 1941 he had been buying an automobile, with monthly payments somewhat in excess of his new 1942 commitments. The life underwriter seemed very much surprised at this answer, and almost disappointed.

Another friend recently told me of having a problem of \$3,000 to reinvest, and not knowing what to do with it. He finally bought government bonds, and wasn't particularly a prospect for life insurance at this time, but the fact remains that he had excess money, the disposition of which was puzzling him. Still another friend remarked the other day that he had noted with some surprise that his bank balance this summer was somewhat higher than it had been for years, and he had to think a few moments before recalling that it was the first summer in many when he had not put up from \$500 to \$1,000 for a seashore cottage.

What About Income Tax?

These illustrations could be carried on almost indefinitely; and each of the men described is in the junior executive class which is supposed to be, and in fact is, particularly hard hit by the income tax. I don't mean to imply that such illustrations are universal, for certainly they are not. But is it not wise for the life underwriter to assume the best rather than the worst? I find many of the men remaining away from their old clients entirely, without even

taking the trouble to ascertain what the current situation may be.

The reader will perhaps say that the income tax next year will be much worse, and there certainly is no argu-



VINCENT B. COFFIN

ment about that. Again let's remember that thousands of citizens have already begun to adjust their living standards to the problems of next year and it is my firm belief that a man finds it easier to sacrifice for a worthy cause when he has already made some sacrifice for another worthy cause. In other words, it is my contention that with the renewed popularity of thrift and savings, both in Washington and throughout the nation, and with the absence from the market of so many consumer goods, that plenty of people will be found in 1943 by the alert underwriter,—people who are willing to make further sacri-

fices if necessary, provided only that the needs of themselves and their families in an uncertain world are portrayed crystal clear by the life underwriter. In any event, the first step is for us to believe most sincerely that these sacrifices should, can and will be made. Our first task, then, is within ourselves.

NEED INTENSIFICATION

The year 1942, and I again speak from observation rather than theory, has not seemed to require any new or special methods. Rather has it required an intensification, and occasionally some readjustment, of old and tried methods which we have known for years. This statement I think applies with equal truth to both prospecting and selling. For example, we have quite a large number of men who are doing exceedingly well with the better grade workers in industry, the engineers, architects, planners, draftsmen, superintendents, technicians and junior executives. I have talked with many such men in recent months, and have yet to discover anything which looks like a really new method of prospecting. Roger Patton of Pittsburgh would be a case in point. Roger is having his best year in 10, and most of the business has come from two plants in the Pittsburgh area. Naturally his work with these men must be done in the evening, but his prospecting was simple old-fashioned center of influence. In each plant he had a policyholder in a minor executive capacity, and Roger discovered that it took nothing at all except hard work to branch out from these original centers to almost innumerable men in similar capacities in the plant.

Likewise on business insurance, which is certainly proving a fertile field this year, I find on questioning those who are having success that they are merely working "from the inside out" in the old-fashioned way. That is, they are beginning with men for whom they have done a first class job of arranging personal life insurance, and moving from that favorable source to the business insurance possibilities. Of course they don't always find them, but it is surprising how frequently they do, and they are all agreed that this is the way to go about it, rather than starting out blindly with the somewhat nebulous idea of selling business insurance to a firm because the firm appears prosperous.

Flows Through Normal Channels

The two fields just mentioned have received special emphasis throughout the year, but a recent analysis of actual Connecticut Mutual sales during February, March and April of this year indicates that the bulk of our business continues to come from perfectly normal and regular sources. The customary market is far from being dried up. One of our veteran agents in New England, who is also having his best year in 10, gave me an interesting answer when I went to question him about his success. He replied that he hadn't done a single thing this year except to go back to all his policyholders, whom he had rather neglected for two or three years, and he was finding plenty of business there. A younger salesman in Chicago, with less than two years' experience, had been assigned a rather substantial group of orphan policyholders, a list of dubious worth on paper, and as a result of work within this group the young man is ranking high among our 1942 producers.

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TAKING CONVENTION TO MEN IN FIELD

Annual conventions of the National Association of Life Underwriters are looked forward to every year because of the wealth of stimulating sales material presented by noted and able speakers.

In this war year the association is cooperating with the Office of Defense Transportation by curtailing its convention activities and holding a small business gathering, thus relieving the nation's hard pressed transportation facilities.

So as not to disappoint the several thousand who usually attend the National association gatherings and the readers of THE NATIONAL UNDERWRITER who benefit by reading our convention dailies each year, we have decided to continue them and supplement the important news accounts of the National association meeting by publishing a number of thought provoking and helpful articles on wartime production problems.

Inasmuch as these three daily editions are being published from our regular plant in Chicago and our editorial staff is located in the city, the publishing of the dailies doesn't conflict with the association's aim to relieve the transportation situation.

In these abnormal times when men in the field need all possible help to maintain sales and morale it is essential that they be provided with pertinent ideas and suggestions tuned to the times. With not only the National association but company conventions as well being curtailed, THE NATIONAL UNDERWRITER has put forth every effort possible to secure articles for these daily issues so as to give producers new courage and inspiration to continue to provide life insurance protection which takes on an even greater value under wartime conditions.

In this war year when time and transportation facilities are at a premium, instead of life underwriters coming to the convention, THE NATIONAL UNDERWRITER is reversing the usual procedure by taking the convention to the men in the field.

WHERE HAVE WE BEEN and WHERE ARE WE GOING?

By A. R. JAQUA
Associate Editor, Diamond Life
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The Last 12 Years

Since 1930, the assets of legal reserve companies have increased from \$18,880,000,000 to \$35,095,000,000 — a most doubled. Surely that is a creditable record for a financial institution during the worst and most prolonged depression the country has ever known, and including a year of war. In 1930, new business paid for totalled \$19,000,000,000. 1930 and 1931 were all-time highs. In 1935, the total paid for was \$14,000,000,000, and about the same for 1938 and 1939. In 1941 (the last year of complete record), new business paid for totalled \$17,500,000,000.

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The number of agents soliciting life insurance has decreased perhaps 20 percent from a few years ago. Yet fewer agents are writing almost as much business. Agents now in the field are optimistic concerning these facts because obviously with the number of policyholders increasing and the number of agents decreasing there tends to be more policyholder business for active agents.

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EXPANDING MARKET

The past decade has seen an astounding growth in sales to markets which previously had been overlooked or neglected. To name a few:

Juvenile Insurance—That is, sales to children from age 0 to 10—was almost an unknown quantity in 1930, but today

is of very great importance. Coupled with this juvenile business has been a tremendous increase in the number of policies on the lives of boys and girls from age 10 to 20—so-called "Father and Son" or "Father and Daughter" insurance. Together, these two fields account for nearly 20 percent of the total production.

* * *

New Annuity Premiums—have likewise shown an interesting curve. In 1930, total new annuity premiums were \$108,000,000. In 1935, they reached an all-time high of \$387,000,000—even more than new insurance premiums, which totalled \$377,000,000. New annuity premiums in 1941, totalled \$195,000,000 as

against \$11,000,000 in 1920 and \$6,000,000 in 1910.

* * *

Salary Savings or Payroll Allotment Insurance—is likewise a lusty infant. Relatively unknown and somewhat

(CONTINUED ON PAGE 24)

Desire for Security Marks Present Day Insurance Market

Believing that today people want a sense of security more than anything else, Sis Hoffman, Union Central Life, Cincinnati, the first woman to attain the high distinction of becoming a life

member of the Million Dollar Round Table, makes it a point to bear this in mind constantly in all her dealings with policyholders and prospects. Furthermore, she not only sincerely believes life insurance to be the best answer to the quest for security but that it is her job to reflect this positively in all her contacts with all types of prospects.

According to Miss Hoffman, who in her 18 years in the business has paid for over 800 cases, the best way to maintain a continuously successful pace is to set a high goal for one's self, develop an intense desire to succeed and force one's self to keep a happy frame of mind no matter what happens in one's daily work. She does this largely by constantly reading all the inspirational material she can locate and by concentrating on constructive thinking. If you will just real-

(CONTINUED ON PAGE 32)



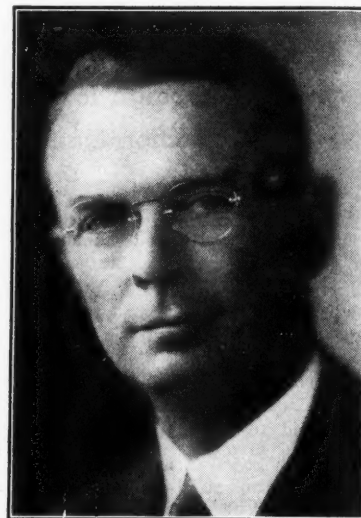
Sis Hoffman

Sales Readjustment to War Conditions Expected Soon

Many Positive Factors
Will Right Dislocation
During Hectic Months

By M. ALBERT LINTON
President Provident Mutual Life

With national income increasing at an unprecedented rate to ever new high levels, we are witnessing what on the surface appears to be a paradox. Despite the increased margin of national



M. A. LINTON

income available for savings, the sale of life insurance has been running on unsatisfactory low levels for several months. Is there a logical explanation of this phenomenon? I think there is.

First of all, we must not underestimate the consequences of having been plunged so quickly and unexpectedly into the war. Our normal processes were bound to be dislocated to an enormous extent. It would have been too much to expect the country rapidly to readjust itself mentally and otherwise so that it would provide a market for new life insurance on a basis commensurate with the new national income level. People simply aren't made that way.

War Clause Fortunate for Producers

Incidentally the war clause drive which the business experienced in December and January was a god-send to the field men. It gave them a lot of fat to live on during the lean months that were bound to follow. Taking the Life Presidents Association figures of new ordinary business from December, 1941 to June, 1942, inclusive, we find that the total exceeded by 10 percent that for the corresponding seven months' period commencing December, 1940; and by 6½ percent the production in the seven months preceding Pearl Harbor. Even yet there is something left to go on.

The months since Pearl Harbor have been hectic ones indeed. Business has not known what was going to happen to it. The conversion to a war economy dislocated all plans and concentrated men's attention on other things so that vast numbers of them have had no time to think of new life insurance purchases. Then there has been the profound disturbance bound to follow the rapid in-

(CONTINUED ON PAGE 32)

THE CHICAGO SUN

400 WEST MADISON STREET
CHICAGO

OFFICE OF
THE PUBLISHER

MARSHALL FIELD, FOUNDER
SILLIMAN EVANS, PUBLISHER

July 15, 1942.

Mr. C. M. Cartwright
Editor, The National Underwriter
175 West Jackson Boulevard
Chicago, Illinois

Dear Mr. Cartwright:

On behalf of The Chicago Sun I wish to welcome each member of the National Association of Life Underwriters to Chicago. This convention should be a highspot for the production men as a gathering place for the exchange of ideas. For in the hands of these men lies the mirror which reflects the great life insurance companies to the public.

Dr. George Gallup, director of the American Institute of Public Relations, recently made the following statement based on one of his scientific, fact-finding surveys:

"In the battle against inflation, the people are ahead of the government ... they want a program far more drastic than anything now being done".

I believe that one of our greatest institutions, Insurance, is deserving of considerable credit for this type of thinking. The men and women of the insurance world have, down through the years, instilled the ideas of saving and thrift into the consciousness of America.

It is only through logical application of those two stabilizing factors of our economic structure — savings and thrift — that we, as a nation, will be kept from plunging into financial chaos when the peace is won again.

Silliman Evans
Silliman Evans, Publisher

Silliman Evans, publisher of the new Chicago daily, the "Chicago Sun," expresses his opinion of life insurance and sends greetings to all in the business and especially those who are attending the meeting of the National Association of Life Underwriters in Chicago. Mr. Evans is "to the manner born." He has been in the newspaper field almost all his life, achieving great success in his home state of Texas, then becoming a Washington correspondent. He was fourth assistant postmaster general and was sent by the Reconstruction Finance Corporation to Baltimore to become the executive head of the Maryland Casualty Company to which it had made a large loan. In this way Mr. Evans came in direct contact with insurance men. In addition to his high post with the "Chicago Sun," he is also publisher of the "Nashville Tennessean."

Selling Yourself On - Not Off

By VINCENT B. COFFIN
Vice-president and Superintendent
of Agents Connecticut
Mutual Life

To Meet Future Under Wartime Conditions

As we face the fall and winter of 1942, from what would normally be the vantage point of the great annual convention of the National Association of Life Underwriters, what do we see ahead? Anyone is rash indeed who in these times predicts with certainty anything save uncertainty. We know that the nation and the whole national economy are undergoing countless readjustments and dislocations, to which our own business is no exception. And yet our institution was founded because of the very uncertainty of life. It would be difficult to find anything in the whole economy of the United States which more readily helps citizens through a period of readjustment, or around some dislocation than does life insurance.

Furthermore, we are all beginning gradually to enter a period of sacrifice, the extent and magnitude of which we can as yet barely imagine. Again, the life insurance concept is predicated on sacrifice, and for 100 years Americans have been willing to deny themselves temporary enjoyment in order that they might care for their loved ones and for their own later years through our great institution. Therefore while the times are exceedingly difficult, it may be properly said that life insurance is geared to difficult times, and that in such times it doubtless has its more important and useful function to play.

Should Understand Current Picture

For these reasons it seems very clear to me that life insurance production may continue to be excellent for those underwriters who understand the current picture, and are willing to pay the price of doing whatever is necessary to meet new and changed conditions. Close observation of our own field force throughout the year to date brings the certain conclusion that those men who have equipped themselves in better than average fashion, or who have shown greater than average sincerity of purpose are having mighty good years. An analysis of the 100 leading producers of the Connecticut Mutual shows that as a group these men are quite materially ahead of the same period last year in production. And yet there is nothing very remarkable in this assertion, for it could doubtless be demonstrated that the better men show progress whether it be peacetime or wartime. We might with profit examine the methods of some of these better men, to see if all of us can derive benefit from their example.

Mental Attitude Most Important

As again is eternally true, the mental attitude with which the underwriter approaches his task constitutes far and away the more important single element in his success or failure. Hence the topic of this article: "Sell Yourself On—Not Off." It has been truly amazing to me, in talking with many field men during the past few months, to find the extent to which some of them have convinced themselves in advance that certain things cannot be done, without giving them a trial. But after all we are human, and we are subject to the same jittery impulses as plague our clients, so the situation is probably natural enough. Until the underwriter swings himself into a positive and constructive attitude toward the successful distribution of life insurance by him personally, he won't get very far. And there are a great many signs to indicate that while it is admitted that frankly this is a difficult time to be selling life insurance, nevertheless a

good many of our fears are quite groundless. A few simple illustrations might clarify the point.

Some Recent Observations

The other day I heard a conversation between a life underwriter and a friend of mine who is his client. The life insurance man opened the conversation by asking my friend if he wasn't finding it exceedingly difficult this year to keep his insurance in force. To this the client replied that quite the reverse was true, because while he had a heavier income tax and was buying war bonds, that in 1941 he had been buying an automobile, with monthly payments somewhat in excess of his new 1942 commitments. The life underwriter seemed very much surprised at this answer, and almost disappointed.

Another friend recently told me of having a problem of \$3,000 to reinvest, and not knowing what to do with it. He finally bought government bonds, and wasn't particularly a prospect for life insurance at this time, but the fact remains that he had excess money, the disposition of which was puzzling him. Still another friend remarked the other day that he had noted with some surprise that his bank balance this summer was somewhat higher than it had been for years, and he had to think a few moments before recalling that it was the first summer in many when he had not put up from \$500 to \$1,000 for a seashore cottage.

What About Income Tax?

These illustrations could be carried on almost indefinitely; and each of the men described is in the junior executive class which is supposed to be, and in fact is, particularly hard hit by the income tax. I don't mean to imply that such illustrations are universal, for certainly they are not. But is it not wise for the life underwriter to assume the best rather than the worst? I find many of the men remaining away from their old clients entirely, without even

taking the trouble to ascertain what the current situation may be.

The reader will perhaps say that the income tax next year will be much worse, and there certainly is no argu-



VINCENT B. COFFIN

ment about that. Again let's remember that thousands of citizens have already begun to adjust their living standards to the problems of next year and it is my firm belief that a man finds it easier to sacrifice for a worthy cause when he has already made some sacrifice for another worthy cause. In other words, it is my contention that with the renewed popularity of thrift and savings, both in Washington and throughout the nation, and with the absence from the market of so many consumer goods, that plenty of people will be found in 1943 by the alert underwriter,—people who are willing to make further sacri-

fices if necessary, provided only that the needs of themselves and their families in an uncertain world are portrayed crystal clear by the life underwriter. In any event, the first step is for us to believe most sincerely that these sacrifices should, can and will be made. Our first task, then, is within ourselves.

NEED INTENSIFICATION

The year 1942, and I again speak from observation rather than theory, has not seemed to require any new or special methods. Rather has it required an intensification, and occasionally some readjustment, of old and tried methods which we have known for years. This statement I think applies with equal truth to both prospecting and selling. For example, we have quite a large number of men who are doing exceedingly well with the better grade workers in industry, the engineers, architects, planners, draftsmen, superintendents, technicians and junior executives. I have talked with many such men in recent months, and have yet to discover anything which looks like a really new method of prospecting. Roger Patton of Pittsburgh would be a case in point. Roger is having his best year in 10, and most of the business has come from two plants in the Pittsburgh area. Naturally his work with these men must be done in the evening, but his prospecting was simple old-fashioned center of influence. In each plant he had a policyholder in a minor executive capacity, and Roger discovered that it took nothing at all except hard work to branch out from these original centers to almost innumerable men in similar capacities in the plant.

Likewise on business insurance, which is certainly proving a fertile field this year, I find on questioning those who are having success that they are merely working "from the inside out" in the old-fashioned way. That is, they are beginning with men for whom they have done a first class job of arranging personal life insurance, and moving from that favorable source to the business insurance possibilities. Of course they don't always find them, but it is surprising how frequently they do, and they are all agreed that this is the way to go about it, rather than starting out blindly with the somewhat nebulous idea of selling business insurance to a firm because the firm appears prosperous.

Flows Through Normal Channels

The two fields just mentioned have received special emphasis throughout the year, but a recent analysis of actual Connecticut Mutual sales during February, March and April of this year indicates that the bulk of our business continues to come from perfectly normal and regular sources. The customary market is far from being dried up. One of our veteran agents in New England, who is also having his best year in 10, gave me an interesting answer when I went to question him about his success. He replied that he hadn't done a single thing this year except to go back to all his policyholders, whom he had rather neglected for two or three years, and he was finding plenty of business there. A younger salesman in Chicago, with less than two years' experience, had been assigned a rather substantial group of orphan policyholders, a list of dubious worth on paper, and as a result of work within this group the young man is ranking high among our 1942 producers.

(CONTINUED ON PAGE 29)

TAKING CONVENTION TO MEN IN FIELD

Annual conventions of the National Association of Life Underwriters are looked forward to every year because of the wealth of stimulating sales material presented by noted and able speakers.

In this war year the association is cooperating with the Office of Defense Transportation by curtailing its convention activities and holding a small business gathering, thus relieving the nation's hard pressed transportation facilities.

So as not to disappoint the several thousand who usually attend the National association gatherings and the readers of THE NATIONAL UNDERWRITER who benefit by reading our convention dailies each year, we have decided to continue them and supplement the important news accounts of the National association meeting by publishing a number of thought provoking and helpful articles on wartime production problems.

Inasmuch as these three daily editions are being published from our regular plant in Chicago and our editorial staff is located in the city, the publishing of the dailies doesn't conflict with the association's aim to relieve the transportation situation.

In these abnormal times when men in the field need all possible help to maintain sales and morale it is essential that they be provided with pertinent ideas and suggestions tuned to the times. With not only the National association but company conventions as well being curtailed, THE NATIONAL UNDERWRITER has put forth every effort possible to secure articles for these daily issues so as to give producers new courage and inspiration to continue to provide life insurance protection which takes on an even greater value under wartime conditions.

In this war year when time and transportation facilities are at a premium, instead of life underwriters coming to the convention, THE NATIONAL UNDERWRITER is reversing the usual procedure by taking the convention to the men in the field.

Witherspoon Reviews Problems, Accomplishments

Outlines Reasons for New Executive Setup; Eyes Effects of War

The notable results achieved by the National Association of Life Underwriters in the past year in the face of trying conditions which never before have confronted it were reviewed by President John A. Witherspoon in his annual report. He also reviewed the reasons which prompted the revision in the national headquarters setup.

Some very real problems have been posed by the war, Mr. Witherspoon said. One of these is rationing of tires and gasoline. Apparently agents are not going to be able to get a preferred rating on tires, but on gasoline they may fare better. Gasoline rationing has been left more to local boards, and there has been a bewildering variety of rulings, some very liberal, some very strict. The association has been working in Washington to obtain a blanket ruling so that life agents in rural areas can get relief.

If agents make every effort to support the share-a-car movement they will find that their rationing status may later be improved, he said.

With many men entering service, and with priorities and rationing preventing many rural members from maintaining contact with their associations, membership this year showed a loss. Yet membership is the third largest in association history. The series of regional conferences, conceived and directed by Herbert A. Hedges, Equitable of Iowa, Kansas City, were enthusiastically received, and have proved helpful in holding members.

Contribution to War Effort

This is the fourth war meeting of the National association, Mr. Witherspoon said. In 1898, 1917, and 1918 the association met while wars were being fought. This time, with an organization four times as large as in 1898, life agents again are a part of the country's war effort. "Our activities have expanded in every direction. We are making ourselves felt in a positive, constructive way on half a hundred fronts. We are fighting many of the battles of the policyholder and the institution itself.

"In February we pledged that we would sell \$1,000,000,000 in war stamps and bonds by the time this meeting opened. We not only sold a billion, which was thought to be an insurmountable figure, but topped it by another \$100,000,000.

"We have worked closely with the government in the administration of the National Service Life Insurance Act and the Soldiers' and Sailors' Civil Relief Act. We have interpreted to members of the armed forces throughout the country the benefits open to them through these acts. Some of our local associations have started service bureaus to facilitate this work. More are planning to."

Resist Further Tax Burdens

One of the big jobs of the association the past year has been to resist further tax burdens that increase the cost of protection essential to healthy economic life. This has developed into one of the most important undertakings the association has ever tackled. The hard work of many association leaders has helped, but the result is still uncertain. The idea of an income tax deduction for life insurance premiums has had wide support over the country.

One result of legislative effort has been, Mr. Witherspoon believes, to win

the respect and confidence of Congress and policyholders.

Mr. Witherspoon touched on the objective, still being sought, of bringing life agents under the old-age and survivorship provisions of the social security act. This should be an accomplished fact in the near future.

Other points on which this year's association administration has worked are making the commission scale more nearly reflect the actual work done by agents, on which considerable progress is being made; elimination of the unqualified, unproductive agent, and raising the educational standards of agents.

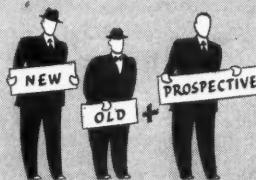
Although the war has caused some modification of the association's position on agency practices, Mr. Witherspoon warned that much ground will be lost unless constant vigilance is maintained. The war has not killed the agency practices code. He suggested that every general agent, manager and company executive use one rule of thumb through the war period; that is, decide each case on its merits. Don't make blanket rulings. Don't create situations where the unfit can hide behind rules made for the fit agent who is patriotically doing his duty for his country.

Plans are sought so companies and their managers will not immediately after the war start wholesale recruiting of unfit men.



L. W. S. Chapman, Sales Research Bureau; M. L. Hoffman, N.A.L.U. managing director.

GOOD FOR ALL POLICYHOLDERS



The
Policyholders'
Company
Since 1845



THE MUTUAL BENEFIT
LIFE INSURANCE COMPANY

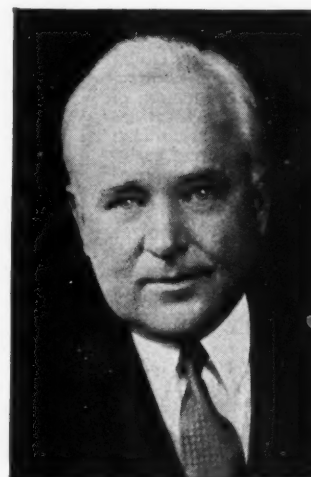
NEWARK, N. J.

FAMILY SECURITY IS SOURCE OF STRENGTH TO THE DEMOCRACIES

Maintaining family security is important in war time.

This is recognized in Great Britain and Canada as well as the United States.

Despite high taxes, increased living expenses and sacrifices to buy their government's war bonds, not only have British and Canadian families kept their insurance in force, with lapses at the lowest in years, but they have added large amounts of new protection. Purchases of life insurance by British families increased 19% in 1941 while there was a gain of 16% in Canada.



Life Insurance is a fundamental institution of Democracy and the families of the Democracies, united in a grim struggle against Axis aggression, know that the security they have built and are continuing to build through life insurance is a source of national strength in this struggle.

The unceasing flow of benefit payments, the vital part that family security pays in building national morale, and the huge amounts of policyholder funds that the life insurance companies are placing in government securities to build planes, tanks and ships, and the funds they are providing to produce needed materials, are all important factors working for victory for the United Nations. Life Insurance dollars are thus actively aiding the war effort while providing protection for the family.

Thomas T. Parkerson
PRESIDENT

THE EQUITABLE

LIFE ASSURANCE SOCIETY OF THE UNITED STATES

A Mutual Company Incorporated Under the Laws of the State of New York

393 Seventh Avenue, New York, N. Y.

"Plan and Scram" Teachenor's Key to Continued Success in Wartime

Does success in life insurance selling during peace times carry over for success under the vastly different, and to many complex, puzzling, baffling conditions of war times?

Evidently it does; in many cases, in some cases—where the fundamental procedures are still applicable.

Take the example of Dix Teachenor of Kansas City Life in its home city, who has qualified for the Million Dollar Round Table 16 out of 18 years—who recently qualified on a 1941 production of \$1,001,933 comprising 164 applications with total premiums of \$177,217. That shows an average policy right at \$6,000 for 1941, when the going was supposed to be going hard. How about 1942—how about summer, 1942, when objections by prospects multiply, approach seems more difficult, closing offers seemingly unsurmountable obstacles in so many cases? How about timing—today—economy of time now?

Results That Count

Well, during the six weeks including June, 1942, he wrote \$218,308 of business; out of the last 44 interviews selling 37 prospects; expects to sell four of the remaining seven, leaving three prospects interviewed whom he doesn't expect to sell.

Observe, that for these six weeks, his average policy is almost exactly his average for peace times. But observe, also, that whereas normally he has for years sold one of every three or four he calls on, his experience during these six weeks was nearer four out of five.

Some explanation is necessary both for the maintenance of volume, and for

the large percentage of sales to interviews.

One vital element in the explanation is the more rigid adherence to his tried



DIX TEACHENOR

methods of procedure—chief in which are selective prospecting, preparation and economical use of his and the prospect's time for interviews.

Another vital element perhaps should be emphasized because it involves specifically adjustment to war conditions by the producer. This is Mr. Teachenor's

conviction, that in selling life insurance he is not only performing a valuable service for the prospect but he is engaged in a necessary, critical, patriotic job of siphoning off excess income. When put into life insurance this siphoned income not only is out of the possibility of promoting inflation but it is positively helping the war effort through companies' investments in war bonds and other government securities and in mortgages on houses in defense areas. Thus the policyholder, too, is aiding these causes.

Has a Professional Attitude

Mr. Teachenor is in deadly earnest about these needed functions served by his selling of life insurance. His is as much of a mission—his and that of life insurance salesmen generally—as that of the doctor who responds to calls at all hours of day and night, giving much time to charity work. It is this positive, constructive attitude toward getting premium money for the insurance, the feeling that he is devoting his energies to the protection of the American people—and their way of life—that sustains him in his regular and additional expenditure of energy under war conditions.

The attitude, the conviction of patriotic, social service, provides the dynamic for maintained effort. But what of the methods by which the effort is both intelligent and so nearly universally applicable?

"How meet objections in war time—those objections added by war conditions to the usual obstacles against attention and closing?"

It is curious, paradoxical, that Mr.

Teachenor has no technique for meeting objections raised by the prospect. He rarely if ever has to have a comeback at hand to overcome an objection.

There is no magic, no hypnotic operation, in the fact that his prospects do not bring up questions. They may, and of course do, labor under all or any of the disabilities of purchasing at once of any other salesman's prospects.

There are two reasons why Mr. Teachenor almost never answers objections raised by the prospect. One reason is that his method of preparation for an interview involves foreseeing and discerning possible objections. He doesn't give most prospects any opportunity or occasion to raise, or express, an objection.

Advocate of Careful Planning

Mr. Teachenor has long been an advocate and exponent of careful, meticulous planning. The first step in the planning, is the selection of prospects. These (as his average policy would lead one to infer) are on middle income-levels. They are among classes who can send a check to pay that premium and not defense workers, where you have to go collect the premium in cash. His record does not show a disproportionate number of large policyholders. He writes relatively few extremely big policies.

Having listed a prospect, Mr. Teachenor proceeds to learn all he can about him; primarily about his financial condition to discover whether he can or should buy at all, and how much he might spend for life insurance altogether.

The war has intensified this phase of preparation. Besides the prospect's finan-

(CONTINUED ON PAGE 29)

STATE MUTUAL
Wrote its First Policy in Chicago in 1881

IT HAS BEEN SERVING THE PEOPLE OF CHICAGO
FOR OVER SIXTY YEARS
AN OLD COMPANY STILL YOUNG

We salute our Chicago General
Agents . . . Joe C. Caperton and
John B. Nathhelfer and
their able associates

State Mutual Life Assurance Company
of WORCESTER, MASSACHUSETTS
INCORPORATED 1844

Rugged as New England's Rock Bound Coast
AMERICA'S 5th OLDEST LIFE INSURANCE COMPANY

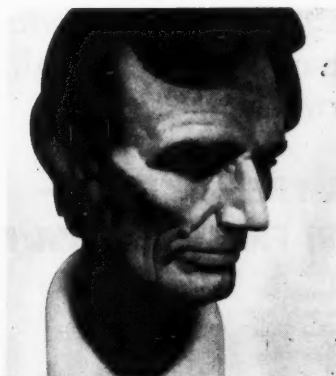
Wartime Sales Helps

The RIGHT POLICIES

Life Insurance field men and management know that their business faces a major wartime task on the home front.

The right kinds of policies designed to fill special wartime needs help the salesman help his business to do its job.

LNL men with a complete kit of modern, flexible policies are equipped to meet successfully wartime sales situations and to solve special wartime protection problems.



THE LINCOLN
NATIONAL LIFE
INSURANCE COMPANY

Fort Wayne, Indiana

GEARED TO HELP ITS FIELD MEN

Nearly 40 Companies Now Have Agents' Pension Programs

Harry Wright Reports Progress in Compensation Committee Report

Nearly 40 life companies have now installed pension plans for their agency forces, including 18 of the first 25 companies in insurance in force, Harry T. Wright, Equitable Society, Chicago, chairman of the agents' compensation committee reported. A substantial number of companies are now allowing commissions beyond the ordinary nine-year span on new business. In other words, these underwriters are receiving a life-time renewal. This is the result of two years' work by the committee and Mr. Wright predicted every month will see more pension plans and life-time renewals being granted to the field man.

Mr. Wright told of the work of the Sales Research Bureau's committee which has "studied the compensation problem, and with the help of a tremendous amount of data. They have looked at the pros and cons of our present-day compensation methods and also have given considerable thought to the possible advantages and flaws in any new system that might be instituted."

Mr. Wright reported that he has had every opportunity to freely express himself in behalf of the National association and the field man before this group and there has never been any attempt to discourage the most free discussion and suggestions have been welcomed.

Contract Accomplishes Purpose

"Every thinking underwriter has hoped that it might be possible to pay the good agent more and the so-called temporary or unfit agent, who passes out of the picture after a short period, less. The new contract recommended by the committee accomplishes this long-desired result. It appeals to the 'career agent' and puts the emphasis and reward on permanent business. In this set-up the National association through its committee has spoken the thoughts of the field man and has helped interpret to the bureau committee what the agents' current problems are, how he believes they could be solved through alterations in the method of compensation, and what his suggestions for such alterations are.

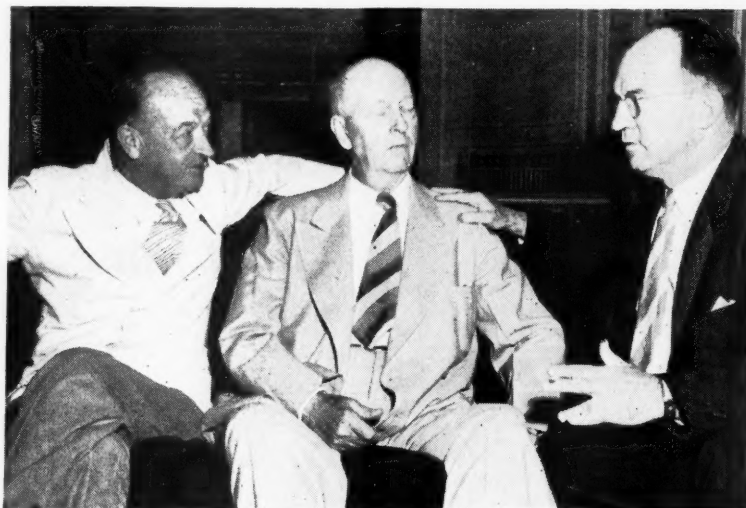
"Naturally any new plan must be acceptable to the public as well as the field forces. Although the 'career agents' will receive greater compensation under the suggested plan, it will not increase the cost of distribution to the public. We believe definitely it will help decrease the large number of unfit and part-time agents now under contract. While this problem is not the function of the compensation committee, the large number of unfit and part-time agents under contract is obviously so detrimental to the life insurance business that your compensation committee recommends immediate action to correct this problem to general agents, managers, and companies in fairness to the public, the policyholders and the fieldmen.

"The bureau committee is recommending no plan nor is your committee which will enable a general agent to profit by the failure of an unfit agent. In the past there has been considerable 'reversion' of renewals of the unfit agent to the general agent. In the large

number of cases this agent should never have been brought into the life insurance business, and while it increases the general agent's bank account, it is highly detrimental to the business in general and to the morale of the field forces in particular. Substantial general agents and managers who get and are deserving of the enthusiastic support of their agency forces are entirely in accord with this idea. No plan would be a good plan which would enable a general agent to reap a substantial profit by bringing in a large number of men who would never be successful and who would definitely reflect on the agents who are making a livelihood in our business.

"Your committee feels we have made definite progress in the compensation fields that have needed overhauling most. I would suggest that more field men in companies which have not considered changes along these lines discuss in a friendly way with their home offices and managers this very important subject. You will find your companies intensely interested in any plan that will conserve business and make for a happy relationship with their agency forces."

"Average" means that a man is as close to the bottom as he is to the top.



Frank H. Devitt, Capitol Life general agent, Denver; J. Stanley Edwards, Aetna Life, Denver, and G. A. McTaggart, Prudential, St. Louis.

For One Who Wants to Wait

"Of course, Mr. Blank, it really doesn't make a great deal of difference whether you buy this insurance or not.

That is, the loss will be paid either way. The only question is, who will pay it—my company, or your wife and daughter?"

Life Insurance

an institution owned by the American people and in which they have a common interest.

IN TIMES OF PEACE a source of great and quiet strength, daily meeting the challenge of individual misfortune with security.

IN DAYS OF WAR a potent power in implementing and provisioning our armed forces upon whom our national security depends.

BENEFICIAL LIFE takes pride in its part of the job being done by American life insurance companies and salutes all life underwriters everywhere.

**WAR BONDS FOR A FREE AMERICA—
LIFE INSURANCE FOR FREE HOMES IN A FREE AMERICA**

BENEFICIAL LIFE
INSURANCE COMPANY

HOME OFFICE: SALT LAKE CITY

HEBER J. GRANT, President



LIFE INSURANCE OFFERS A DUAL PROTECTION

—for the Home!

—for National Defense!

Today, amid the greatest struggle for human liberty the world has ever known, the Life Insurance business faces the gravest responsibilities in its history. As the breadwinner leaves to serve his country in its armed forces, the home must be protected, and the financial security of the family must be safeguarded. It is the function of Life Insurance to do just that.

To win the fight for freedom, not only the man-

power, but vast amounts of money must be invested in the Bonds of Our Country, to provide the means for victory, and so again, Life Insurance comes to the front with its great reserves and by their investment in Government obligations, supports the National Defense Program.

It is, therefore, with Patriotic impulses that we may go about our task, believing in this crisis we have a vital and important work to do.

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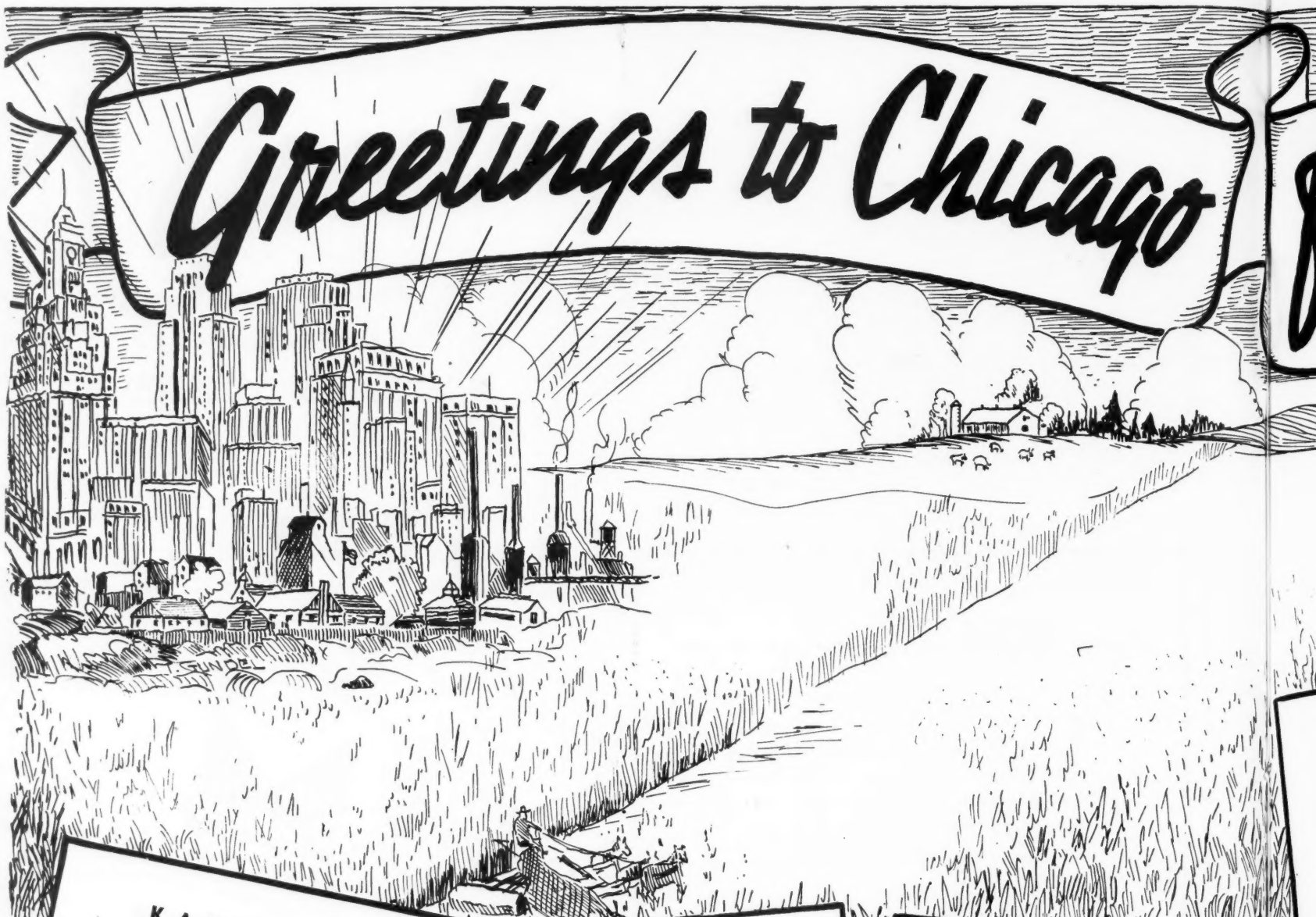
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DOWNTOWN AGENCY

Reappraise Old Ideas and Keep Out of the "Middle"

By E. T. PROCTOR

To most people the slang expression "getting put in the middle" means getting caught between opposing forces and getting stymied. A lot of life underwriters are being put in the middle

section of Kentucky where I was raised had a field of bottom land that never failed to give a good yield, and an adjoining pasture that had very little top soil. A flood came along and washed all the top soil from the bottom land and deposited it in the adjoining field,

E. T. Proctor, general agent of the Northwestern Mutual Life at Nashville, Tenn., is an outstanding man in his calling. He has had the best six months and the best 12 months in the history of the agency. A great percentage of its business has come from the men who are keeping abreast of the tax situations and the opportunities presented by present dislocations. Mr. Proctor, himself, has sold personally more single premium insurance in the past four months than during all his previous experience. Pension trusts have added substantially to volume and the small bonus cases have been putting the agency in fine shape. A third of his agents are in the army and hence he feels it necessary for the rest to hustle to keep up production. His advice in very compact form is "Keep out of the middle."

by the present situation, and only those with the ability to change their prospecting and selling will be able to survive in this business during the present upheaval. There are two "middles" that we want to avoid in our prospecting:

(1) Don't get put in the middle on age groups. Heretofore our best prospects have been from ages 25 to 45, but now many in this group are marked for military service (or think they are, which is just as bad). Therefore, among male prospects our best age groups today are from 10 to 20 and from 45 to 65. Many underwriters are finding that "women and children first" is a fine slogan for their prospecting today.

Middle Income Group

(2) Don't stick to the middle income group. Under normal conditions, the best prospects for life insurance

but he continued to plant his crops in the field that had always given him a good yield, not recognizing that the flood had carried the soil to what had been barren land.

The war and conditions resulting

(CONTINUED ON PAGE 27)



Lester Schriver, Aetna Life, Peoria, Ill., past president N.A.L.U., and W. H. Andrews, Jr., Jefferson Standard Life, Greensboro, N. C., trustee N.A.L.U.

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E. T. PROCTOR

sales are people in the large middle income group with incomes from \$2,500 to \$5,000. Although this group should not be forgotten, the best prospects today are among those who have heretofore been in a lower income group such as farmers, defense workers, skilled mechanics and others, and those in the higher income group. An underwriter should quickly determine whether he is best fitted to go down the income ladder and prospect where this new purchasing power is, or go up the income ladder and prospect among people who always have the money to buy what they want. Few men are so versatile that they can do both, but there is business at each end of the ladder for the man who will pay the price and qualify himself to talk the language of the prospects in his chosen field.

Now, more than ever, it is necessary to follow the soil. A farmer in the

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NO ROOM FOR MAGINOT LINE DEFENSE COMPLEX IN

Preserving Homes and Businesses

By W. S. PENNY, Director of Agencies, Sun Life of Canada

It seems to me that if there is one thing that home offices, field executives and agents alike can agree upon it is that there should be no Maginot complex in our business and especially that in our respective fields no Maginot line will be built. The trouble is, however, that this line is not a physical thing; it can appear and be a reality without plans, without noise, or bustle, or any



W. S. PENNY

able growth, strength and expansion of public service. We all know this. In wartime, moreover, life insurance assumes additional heavy responsibilities and its functions play an important part in national effort and security. By the hundreds of millions of dollars life insurance helps to finance the national war effort, to furnish the ships, tanks, guns and planes at the front and leaving the assembly lines. Every premium plays its part in protecting the home against its ancient enemy, death, and in the fight to keep the other and warring enemies away from our shores. We all know this, too.

We also know that every premium we collect plays its part against inflation. The money is removed from the channels of indiscriminate buying. The purchase of luxuries and unnecessary commodities is thereby reduced with the result that skilled labor is released for

war production. We all have heard of this life insurance double-duty dollar. But the point is this. Is it inspiring us to do a double duty? It is not enough for us to know these facts. The knowledge must be our inspiration. It must lead to action. It must lead us to attack. In organizing for attack, collectively and individually, there will be no time for a defense attitude, no place for any Maginot line. So much, then, for our business and the way we must regard it.

What About the Market?

And what about our market? The consideration of our market involves a number of factors but they can be regarded broadly as falling within two classifications. The first takes in all those conditions affecting our market which are beyond our control, the sec-

ond and those that are distinctly within our power to shape.

First among the former is the increased taxation bearing down, and in the future, likely to press still further upon individuals and corporations. Many prospects have to be definitely written off because of these increased commitments they have to carry. Then again, there are many more prospects who are worrying about their patriotic duty in the matter of purchasing war bonds. In addition there are quite a number who are fearsome of the future and its uncertainty. They even worry about the growth in the national debt, and, incidentally, they quite overlook the fact that it does not help the national debt any if their own wife and family are left without adequate funds to live upon in the event of death.

We don't minimize these difficulties found in our present-day market. But

No Room for Maginot Line

There is no room in our business for a Maginot line, a defense attitude. Of all the lines of normal human endeavor the aim of life insurance should be to attack and attack and attack. Our fight is against unprotected homes, against family privation and distress, dependent old age, vulnerable business enterprises, unsecured estates, and the need of the fight is all around us. We see it everywhere. We can only defeat our enemies—selfishness, indecision and procrastination—by attack and the only armistice we can recognize is the signature on the dotted line.

There are two main things we must always have in mind if we wish to avoid the silent creation of an invisible Maginot line, if we wish to achieve victory. The first is the nature of our business, the product we are marketing. The second is our market itself. In considering our business we cannot help but see how it is attuned to the times and to the opportunities the times present. We see a constantly changing world, with nothing static and with conditions undergoing rapid transformation. But we also see life insurance as the great stabilizer, the one sure and certain thing that does not change. Its functions are, and always have been, to conserve. It preserves the home, it buttresses the business firm, it conserves the estate, it shelters old age. These things it has always done and always will do. In peace and in war it never fails to perform its promise to fulfill its guarantees. Its untarnished record, covering nearly two centuries, is one of almost unbeliev-



Commissioners' President Sends Warm Greetings

John Sharp Williams, III, insurance commissioner of Mississippi, and president of the National Association of Insurance Commissioners in this issue sends greetings to the National Association of Life Underwriters. He has been chairman of the executive committee and vice-president of his organization. He bears an honored name in Mississippi. The commissioner had an interesting education. After attending the public schools at Yazoo City, Miss., he went to Bingham School at Asheville, N. C., then attended the University of the South at Sewanee, Tenn., then Massachusetts Institute of Technology. He was for a number of years a local insurance agent, serving 23 years. For four years he was chairman of the insurance commission of Mississippi, two terms as president of the Mississippi Association of Insurance Agents and later its executive secretary.



JOHN SHARP WILLIAMS, III, Mississippi

"Through the medium of THE NATIONAL UNDERWRITER I would like to extend greetings to the members of the National Association of Life Underwriters in convention assembled.

"There is nowhere on earth a more honorable field of operation than the life insurance business. It is a business that has no limit to its possibilities. The cities and towns and country places are filled with good prospects, for belief in life insurance is a fundamental creed of the American people. The press, the pulpit, the great educational institutions, the large corporations, the financial world, all acknowledge life insurance to be one of the greatest benefits and advantages afforded mankind. Experienced, successful business men have come to realize there is no substitute for life insurance.

"There is no group of professional men, therefore, who have more right to

be proud of their business than soliciting agents of life insurance companies. Theirs is a labor and a service that benefits humanity. It is a profession or calling that is recognized everywhere as dignified, humanitarian and honorable.

"On the face of it life insurance looks like an investment for individual security. It really is more than that. It is an investment in the American democracy. The life underwriters are assuring something more than the policies of thrifty citizens, they are underwriting the stability of our nation; they are guaranteeing the perpetuity of our free institutions.

"We look to the life underwriters in this time of war and unrest to be more diligent in their public service of building good citizenship, and to thus help preserve the American way of life."

neither do we allow them to put us on the defensive. We attack them where they are real. Some of them are not hard to dispose of. For instance, many of these high-bracket incomes were never our individual prospects anyway. Again, we attack any sense of fear that may be gripping our prospects with the conviction that life insurance is sure and certain—the one thing to dispel fear and the uncertainty of the future. We bypass that old market of ours that may be closed to us because we know that vast new markets are open; that thousands are earning more today than they ever did; that they have less avenues for spending this money because of the restrictions on so many commodities; that they have a definite need for our services and the money to buy them.

War Bonds and Insurance

Again, we encourage the war bond buyer with the knowledge that life insurance and war bonds are investment comrades in arms, fighting the same fight with the same weapon—dollars. There is no conflict of duty; they march together. We also attack the difficulties beyond our control with the belief that people are thinking and talking of thrift. The urge to be thrifty is today inescapable and life insurance is the perfect medium for putting this principle into practice. We also know that people in times like these, have a keener realization that death is not such a remote thing as it used to appear and we recall how this sharpened public perception led to the great new sales records after the last world war.

And so, looking at these difficulties beyond our control we do not allow ourselves to be complacent about them, to be defensive in our attitude. We even take a negative thing, like the transportation difficulty arising from the shortage of gasoline and rubber, and turn it into something positive and of value

by zoning and systematizing and doing our job in a different way. For every apparent difficulty, we seek, and generally find, a compensating factor which demands that we attack our job with vigor and leave any Maginot line far behind.

Difficulties That Can Be Controlled?

What of the difficulties within our control? First and foremost I place the vital matter of prospecting. In his fight for success this is the underwriter's real front. If he is defense-minded he will be satisfied with his old methods. If he is among the successful men of today he will have submitted to a rigorous self-examination, discarding unprofitable and haphazard methods, adopting a carefully planned system. He will establish centers of influence in keeping with the current trends of business activity. He will exploit all the possibilities of the social security act and the services he can render through this approach. He will widen his contacts to reach out to the great number gainfully employed in the war and affiliated industries and in the process he will have a keen eye for the key-men in these enterprises. He will seek the prospects in their homes. All this means hard work but doesn't real success always mean hard work?

Organized Hard Work

This brings me to my final point. Hard work is good but organized hard work is better. This work-organizing is the agent's second front that leads to sure victory. To know whom he is going to see each month, each week, each day; to plan his time, his calls, his interviews—this means that his attack becomes a coordinated and concentrated effort. A minimum is left to chance. Knowing where to go, he goes and gets there.

(CONTINUED ON PAGE 32)

The Life Underwriter is doing his share for Victory

The economic well-being of a nation is directly dependent upon the economic well-being of the individual.

The greatest contribution made by the life underwriter in the War effort is that of continuing to sell security for the hour of need.

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Frank Vesser, Reliance Life, St. Louis, president Missouri association; W. J. Cusick, New York Life, president St. Louis association; J. G. Callahan, Metropolitan Life, St. Louis.

Pessimistic Report Regarding Agency Practices Pact

A rather pessimistic view of the situation in connection with the agency practices agreement is taken by the agencies practices committee of the National association, headed by C. D. Connell, Provident Mutual, New York, in its report. After reviewing the recent modifications by the committee of the Life Agency Officers Association to meet changed conditions brought about by the war, the committee says:

No Increase in Number

"The fact still remains that after six years there has been no increase in the number of eligible companies signatory to the part-time agency agreement. The insurance press has rather recently carried the story of the withdrawal of one important eastern company from the agreement. Reports have also reached our committee that other companies are giving serious consideration to following the same course.

Two Schools of Thought

"There are two schools of thought. One feels that the part-time agents agreement as it now stands should be interpreted literally and rigidly, and that each member company should feel bound to cancel immediately the contract of any man who, on the part-time or full-time basis, becomes employed by a war industry. Actual experience has demonstrated, however, that when a company acts in accordance with this philosophy, the agent affected has no difficulty in securing license and contract with a non-signatory company. When this happens in the case of several substantial producers of one company, it is not difficult to understand that grave and serious questions are raised by such a company as to the wisdom of this course.

Put Each Case on Own Merits

"The second school of thought feels that each individual case should stand on its own merits and that considerable latitude should be given to the man, who for the duration only, feels that it is his patriotic duty to contribute more directly to the war effort. Also they feel that consideration should be given to a man with an excellent production record who has a substantial amount of life insurance in force.

"However, this procedure has caused representatives of both signatory and non-signatory companies to feel that the letter, if not the spirit, of the agreement is being widely violated."

The committee made no recommendations for specific action by the National association, but pointed out that there is much to be done by local general agents

and managers associations and by local life underwriters associations, in focusing attention on this perplexing problem and in bringing about local agreement.

Local Managers' Groups Have Constructive Year, W. W. Hartshorn Reports

Positive trends during the past year in the conduct of local general agents and managers associations were pointed out by W. W. Hartshorn, Metropolitan Life, Hartford, chairman of the executive committee.

There is an evidence of more careful planning and thought on the part of local administrative officers. More than three times as many local associations gave full reports of their activities of the full year in the competition for the trophies presented by "Managers Magazine."

The featured speaker at meetings gave place to a great extent to informal, open discussions. This resulted in greater membership participation with profit and increased knowledge for all.



W. W. Hartshorn

There is apparently a better understanding between the different branches of the business. While there is still a great deal to be done, definite progress was made. The real problem is one of education.

The educational activities of the general agents and managers associations in cooperation with the local underwriters associations were continued and outstanding. General agents and managers throughout the country gave freely of their time and money to make the various sales congresses and educational meetings effective and worthwhile.

There was whole-hearted cooperation with local and the National association, especially in the war bond sales efforts.

Favor Term "Persistent Business"

Changing of the name of the standing committee on conservation to "Standing Committee on Persistent Business" was recommended by Chairman Ralph E. Talley, Penn Mutual, Knoxville, in his report. It is felt that the suggested title expresses the group's aims more clearly than the word "conservation," which has become almost outmoded.

A series of articles on improving the persistency of business will be reprinted in booklet form.

Keeping Pace and Keeping Faith

"POLICIES THAT PROTECT"

Keeping pace with ever changing needs and conditions—providing modern underwriting—policies that protect. That's why Farmers and Bankers Life has steadily progressed these many years.

Keeping faith with policy owners and agents alike—creating good-will, and forever guarding our enviable reputation for fair dealing.

This is the creed of Farmers and Bankers Life, and you will profit to affiliate yourself with this strong company. You will find this mid-western organization friendly and helpful. Your correspondence sincerely invited.

H. K. LINDSLEY, President

F. B. JACOBSHAGAN
Vice-Pres. & Secy.

J. H. STEWART, JR.
Vice-Pres. & Treas.



KFBI
1070
Kilocycles

The FARMERS & BANKERS LIFE
INSURANCE COMPANY
Wichita, Kansas

**Greetings
to the
National Association
of
Life Underwriters**

MODERN LIFE INSURANCE CO.

M. A. Nation, President
WINONA, MINNESOTA



WHERE HAVE WE BEEN?

(CONTINUED FROM PAGE 4)

sneered at a dozen years ago, it is now being actively pushed by many companies and, with a few companies, accounts for from 15 to 25 percent of the total business written. Without much fear, one can prophesy that payroll allotment or salary deduction insurance will continue to increase.

WOMEN AS INSURANCE BUYERS

Woman Market—Another market that has expanded greatly is the "Woman Market." Women in defense work have given the market a tremendously big upswing, but the trend was pronounced even before the war. Housewives and business women are now accounting for nearly one-fifth of all new ordinary life policies issued.

Pension Trusts—have been lifesavers for the large producers. A survey of the members of the Million Dollar Round Table would unquestionably show that many of them owe their position to pension trusts. Opinions differ as to whether this market will continue—some think it will reach great proportions and some think that legislation will take away much of the tax-saving appeal and thus make employers less enthusiastic about the plan.

INSURANCE FOR TAXES

Insurance for Tax Purposes—is getting to be a big boy. With increased federal estate taxes, hundreds of thousands of men have found that their clean-up funds were not sufficient. Other hundreds of thousands have found it advisable to convert some of their property into life insurance and pass it on to the ultimate heirs at once. Other men in the high income tax brackets have found that life insurance offers almost the only method of accumulating a substance. One man in the 30 percent income tax bracket discovered that he could buy ordinary life insurance and even if he lived out his expectancy would still be better off than if he had invested his surplus at 4 percent compound.

Business Insurance—has had a steady growth for the past 10 years, and many competent underwriters feel its sale will be accelerated in the next 10 years. Inventions and technical improvements are coming so fast that the owner of a business has little proof that leaving that business to his family will yield them any eventual income, so he buys life insurance. Also, management is so vital to profits in a business that "Key Man" insurance is becoming more and more common.

TRENDS OF THE DAY

As mentioned, one of the outstanding trends during the past 10 years has been mass selling, which includes pension trusts, salary savings, group insurance, group hospitalization, group accident and health, etc.

It used to be that salary savings insurance, for example, would be sold only on a group with a common employer with at least 25 in the group. Now it is not uncommon to have the group as low as 10 persons, and a common employer is no longer insisted upon. For example, all of the teachers in one county have salary savings insurance. Agents have tried to get all of the teachers in a state to adopt measures which would make them eligible for salary deduction insurance.

Tried Selling C. I. O.

In fact it was alleged that one agent spent considerable time with John L. Lewis trying to get the entire C.I.O. membership under salary deduction insurance. That would have been some sale.

There appears to be a trend among agents and general agents (where the general agent is really the agency or has only one or two men) to add general in-

surance—fire, casualty, surety, automobile, accident and health—to his life business. A number of general insurance agencies have been appointed as general agents for life companies in various cities. How far this trend will go no one



A. R. JAQUA

knows, but the practice is obviously growing.

For example, here is a general agent for a small, medium-sized company, operating in a town of 25,000 to 100,000 with perhaps one or two agents in the same city or in the surrounding territory. The general agent has consistently produced personally \$200,000 to \$400,000 of business. Now he finds it a little difficult to keep up his personal production or needs extra income, hence he plans to piece out his income by picking up some general insurance? Whether this tendency to combine several lines is a good or bad thing for the agent, good or bad thing for the company, or good or bad for the policyholder is not yet determined.

More Company Responsibility

More authority and more responsibility are being taken by the home office agency departments. The trend has been growing for 10 years and is especially noticeable during the past two years. Of the larger companies, only a few still retain a strictly general agency system, the Northwestern Mutual and the Mutual Benefit being perhaps the outstanding examples. Many companies have both types of agencies, general agents and many companies have only managers. With the growth of the manager system and with the practice of subsidizing the new general agent for a period of years until he can take over as full general agent, there has necessarily grown more direction and discipline from the home office.

Demand for Better Men

This trend has also created a demand for more and better home office agency men. Nephews, sons, brothers or other relatives of the president or chairman of the board without much life insurance experience or knowledge are finding the going increasingly difficult and are giving way to men who came up the hard way and are thoroughly conversant with agency problems and their solution.

AGENCY PROBLEMS

During the past five years life company presidents were inclined to think that with falling interest earnings, the investment problem was their most difficult problem. They are beginning to change their minds. They have discovered that the company can continue satisfactorily even though the investment department personnel is scaled down,



OLD GLORY . . .

symbol of the American way of life . . . the emblem of Freedom, Tolerance and Decency . . . ideals for which we fight on to Victory.

LIFE INSURANCE . . .

symbol of the American way of life . . . guardian of the home and family . . . tested in another emergency and meeting the challenge of these unusual times.

CENTRAL LIFE

ASSURANCE SOCIETY

(MUTUAL)

HOME OFFICE

DES MOINES

First Six Months of 1942

We are happy to report that:

PRODUCTION

....WAS UP

TERMINATIONS

....WERE DOWN

INSURANCE IN FORCE

....INCREASED

LARGE ENOUGH TO SERVE YOU
SMALL ENOUGH TO APPRECIATE YOU

The Manhattan Life Insurance Company

120 WEST 57TH STREET
NEW YORK, N. Y.

FOUNDED 1850

and up to one-half of the portfolio is in government bonds. But the company can't continue satisfactorily without new business, and so officers are now inclined to pay more attention to the agency department, the production of new business and the conservation of old business.

Some agency vice-presidents have said that the company can lose more money in trying to find prospective agents and financing them and spending time, money and effort in training them only to lose them before the year is out, than the investment department can make up regardless of how efficiently it is run. Few companies know how much it costs to find, hire, train and fire an agent, but estimates run from \$500 to \$1,500 per man.

Educational and Training Plans

As a further corollary, there has come a greatly-increased interest in educational and training procedure. Recognizing that the general agent or manager is the "key man" in any such program, some companies are making special effort to appoint only general agents or managers who have educational and training ability, and other companies are holding schools for their agency heads. Said a vice-president: "No company ever rose above the caliber of its general agents or managers. They are the crux of the whole production system."

During the past five years, and particularly during the past two years, there has been a pronounced movement toward some sort of financing arrangement for new man and retirement pensions for old men. In the old days the general agents tended to do their own financing, but with the growth of the managerial system the burden has gone to the home office. Most financing arrangements are still on a short-term basis, usually not more than three months unless production warrants an extension. On the retirement side, the majority of agents have accepted the company pension plan as being a good thing, although to the very highest type of agent it sometimes represents a potential loss of income and a potential loss of freedom of action if he wishes to leave the company.

WARTIME PROBLEMS

The first eight months of 1942 has been a difficult time for most general agents and managers. Recruiting has been a terrific headache. One company among the first 10 in size, with about 4,000 agents, recruited from Jan. 1 to June 1 only 70 new agents. In hundreds of agencies writing from a million to five million, there has not been a single man put under contract for the past two, three, four or five years.

To complicate the problem, the agencies have lost men going into military service or into defense work—some agencies having lost up to 50 percent of their production in manpower. There are those who believe that this is not an unmixed evil; they believe that agents remaining will sell almost as much business as did the larger force previously, and they believe that the career life underwriter will return to the life insurance business when the war is over.

When new agents are put under contract, there is a strong tendency to accept the man only if he shows unusual capacity for success. The "hire 'em, put 'em in the field and let 'em sink or swim" philosophy is pretty well out, partly because of the cost of such a process, partly because of the financing problem. Most managers and general agents and companies test the prospective agent pretty carefully and are not inclined to give him office space unless he seems to have the stuff of which good life underwriters are made, and there is a constantly increasing tendency to spend more time in educating this man, in training him, in doing joint work with him, in doing office drill rehearsals with him—in other words, help him by every way possible to make a success.

With fewer old men in the agencies and fewer new men coming in, most ag-

gressive companies and agencies have instituted "refresher" courses for their present staff. This may include a continuous study course with monthly quizzes over a period of a year or two; it may include regional schools and in some cases home office schools. And many home office men have been chagrined and astonished to find that agents who had been with them from two to 10 years greatly needed such additional training; that most agents had desultory prospecting methods, inferior sales presentations and pretty poor work habits.

Attitude Toward Discipline

For many years it has been the belief that life agents did not like to be disciplined, did not want to be trained, came into the business because they could be "sole proprietors" and on their own, and resisted strenuously any effort on the part of the home office or manager to get daily reports or improve selling efficiency. But there is now a rather general belief among agency men that the majority of men will not only accept discipline and training, but will welcome it if it can be proven that it will make them happier in their work, increase their earnings, or give them greater ego satisfaction and security.

All of this indicates that there is a distinct trend away from the laissez faire idea and a distinct trend toward the formulation of policies from above by men who know, with reasonable discipline and supervision on down through the line.

PROPHECIES

It appears that the growth of mass selling, particularly salary savings insurance, will continue.

Unless all signs are wrong, the job of the qualified life agent who can write \$100,000 or more annually is one of the most secure jobs in the country, and will continue so for some years to come. We see nothing in the immediate offing to indicate that the American people won't continue to buy around \$15,000,000,000 of life insurance through legal reserve companies. That means an average of \$150,000 annually for 100,000 agents.

Since the turnover among managers and general agents has approximated that among agents, and since the manager or general agent is the crux of the agency system, it appears that more and more attention will be paid to selecting and training potential agency heads. Agents with managerial qualifications and leanings will surely have plenty of opportunity during the next two years to decide whether they want to stay as a personal producer or go into agency work.

Helping Agents Prospect

It appears that more and more attention will be paid by home offices and agencies to helping agents prospect. There is a limit to what can be done by direct mail and advertising; there is a limit to what can be done through salary savings franchises; there is a definite limit to what can be taught the agent individually. Therefore, we expect a very great growth of "Prospect Bureaus," somewhat as outlined in the book of that title published by the "Diamond Life Bulletins."

The conflict caused by putting agents on a salary and thus putting them under social security, or using some financing system which does not involve social security will eventually be worked out, and it is believed that more and more agents will be brought into the life insurance business on a financing arrangement running for a period of at least a year under capable training. The retirement idea is undoubtedly here to stay.

Life Insurance Not to Be Static

It appears that the life insurance business will never become static, that it will always possess the ability to adapt oneself to circumstances. Constantly changing markets; with companies pushing annuities for a while and then changing to a determined effort to get more term insurance; changes in settlement op-

Never Before Has Life Insurance Played Such an Essential Role

Senator C. Wayland Brooks of Illinois is one of the outstanding figures in Washington although he is a Republican. He is known in his home state as "Curley" Brooks. He served in World War I and carries two or three scars from wounds as the consequence. He has been and still is one of the active and conspicuous members of the American Legion. Senator Brooks is a man of force, power and eloquence on the platform. THE NATIONAL UNDERWRITER requested him to make some statement regarding life insurance in war times and he responded at once. Senator Brooks says:

"Under ordinary circumstances and in times of peace, life insurance plays a magnificent part in building and keeping high the American standard of living.

"In times of war when grief and sacrifice ride hard across the morale of the people, life insurance plays an even more important role.

"Life insurance companies have never played a more important part than they play today in the structure of free America. In the purchase of war bonds, in the guaranteeing of the security of individual homes they serve not only the individual household but the nation as a whole."

tions; changes in policy forms; and the increasing realization by the public that real estate, stocks, or bonds do not form a reliable death or old age income, will cause life insurance increasingly to become the backbone of most citizens' estates.

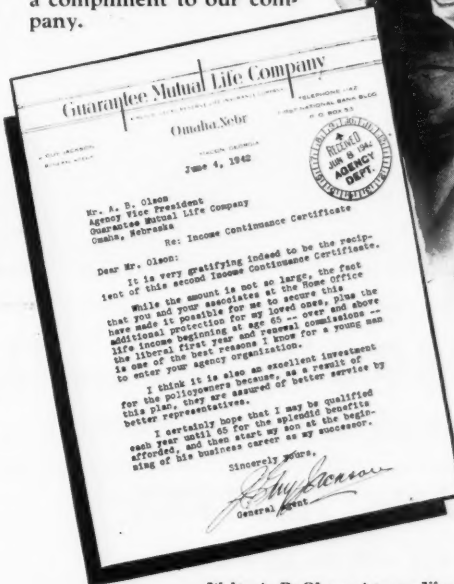
It is believed by many that after the war the American agency system will

extend to South America and very possibly to European and Asiatic countries. In other words, the whole vast world may open up to the sale of life insurance as we now know it in the United States and Canada.

No one knows how large his balance is at the bank of Time.

"and then start my son ... as my successor."

Mr. J. Guy Jackson has been in the life insurance business for twenty-eight years, and for the last seven has been Guarantee Mutual Life's general agent at Macon, Georgia . . . That he plans to put his son in the business when the latter attains maturity, we consider a salute to the institution of life insurance . . . That it is his intention to have his son succeed him in his agency, we consider a compliment to our company.



Guarantee Mutual's INCOME CONTINUANCE PLAN is now in its fourth year of operation. The plan is non-contributory on the part of the representative, and is provided in addition to liberal first year and renewal commissions.

Write A. B. Olson, Agency Vice President for details of our "BUILDERS OF MEN" Agency Plan

GUARANTEE MUTUAL LIFE CO.

OMAHA, NEBRASKA
Organized 1901

Trophies to Dayton, Ala. Associations

The Charles Jerome Edwards Trophy, presented each year to the local association showing the largest increase in membership, based one-half on percentage and one-half on numerical increase, was awarded at the annual meeting of the National Association of Life Underwriters in Chicago this week to the Dayton, O., association. Its increase on this basis was 144.8.

The Philadelphia Award, presented last year for the first time to state associations, on the same basis, went this year to Alabama, which was far out in front with increase of 86.6.

The report of the membership committee, headed by Herbert A. Hedges, Equitable of Iowa, Kansas City, showed a total membership June 30 of 29,130, a loss of nearly 4,000, which was not unexpected in view of wartime conditions. However, 148 associations equalled or exceeded their figure of a year ago, with eight more than doubling their last year's figure. Twelve states exceeded their 1941 total.

The total number of associations now stands at 367, 17 having been lapsed, but this loss was virtually offset by the addition of 16 new or reinstated units.

An important factor in keeping up the membership was the holding of regional conferences in 12 cities in all parts of the country. The committee believes that these conferences have not only promoted membership numerically, but they developed a renewed interest and cemented together the local, state and national bodies, so that even though there is a decrease in members, there is a more interested membership and most of the units are organized on a sounder basis.

Educational Work Hampered by Wartime Conditions

Unsettled conditions naturally are affecting the educational work of the National association, Roy Ray Roberts, State Mutual, Los Angeles, chairman of the educational committee, reported. The reduced possibility of inducting new men probably will lessen the necessity for the fundamentals course. On the other hand new demands on men



Earle H. Schaeffer, Fidelity Mutual Life, Harrisburg, Pa., N.A.L.U. trustee; O. Sam Cummings, Kansas City Life, Dallas, past president N.A.L.U., and Grant Taggart, California-Western States Life, Cowley, Wyo., vice-president N. A. L. U.

now in the business will doubtless cause some expansion in the advanced courses. The college and university summer courses will be seriously affected both by curtailment of gasoline and tires, which make the attendance more difficult, and the defense activities in many schools, which may reduce the number of courses.

However, universities in at least four states are sponsoring summer on-campus courses this year. Purdue gave a three weeks' course, with 131 enrollees. The course at the University of Kansas was extended to two weeks, following the same curriculum as at Purdue. Minnesota is scheduled to repeat the short course given last year, and a new one-week course was presented at the University of Connecticut. Similar courses at Iowa State College, University of Oklahoma and University of Michigan are planned for the near future.

Good progress is being made in the field of education for the public, both in education of high school students and adult consumer education. In the latter connection, the National Better Business Bureau is working on a new

program and it has been assured that life insurance will be one of the subjects studied. Reference also was made to the "circuit teacher" plan which has been developed in Wisconsin.

The year has been a particularly difficult one from the standpoint of educational endeavor and war conditions have taken a heavy toll among groups preparing for the C.L.U. examination, the committee on cooperation with the American College, headed by E. T. Proctor, Northwestern Mutual, Nashville, reported.

The committee recommended that local associations combine the committees on education and on C.L.U. activities and sponsor study groups in connection with C.L.U. chapters; also that conferment of the designation on successful candidates be made a part of the program of the local association meeting, rather than merely at a C.L.U. chapter meeting, because of the inspiration that can be given by such a ceremony.

In the auction of life, only life insurance outbids death.

Life Men Are Not Interested in Qualification Laws

The idea of qualification laws does not appeal very strongly to life men, it is indicated by returns on a questionnaire sent out by the National association's committee on state laws and legislation in regard to a standard agents' qualification law. P. B. Hobbs, Equitable Society, Chicago, chairman of the committee, stated that more than half the states reported that they had no desire to amend their present agents' qualification law. Others did not want anything done in this matter as long as the present insurance department was in the picture. There was criticism of enforcement of the present law in some states. In no state was the comment made that action is now being taken to amend the current law or to pass a new one.

The committee recommends close contact with insurance federations in the various states, with locally domiciled companies and with insurance departments.

The committee warned of possible proposals for state legislation based on the new federal revenue act. Should the present exemption of life insurance in estate tax matters be affected by that act, it is regarded as probable that an attempt may be to change the current exemption of life insurance and annuity contracts from most states' inheritance taxes.

Interpret Wartime Activities

The major job of the committee on life insurance information for the past eight months has been to interpret to the public the job of the life underwriters in wartime and to lend its assistance in publicizing the war work of the agent, Earle H. Schaeffer, Fidelity Mutual, Harrisburg, Pa., reported.

Its work naturally has been coordinated closely with that of the Institute of Life Insurance. It has been concerned chiefly with war bond sales, the "Keep Well Crusade," service bureaus for soldiers, to provide free assistance and advice regarding insurance problems, and demonstration of the value of life insurance in a wartime economy.



GREETINGS N. A. L. U.
from Kansas City, Missouri

J. FRANK TROTTER

Manager
THE MUTUAL LIFE OF NEW YORK
AN AGGRESSIVE AGENCY WITH EXPERIENCED STAFF FOR WESTERN MISSOURI AND EASTERN KANSAS
FAIRFAX BLDG. 101 W. 11th ST.

HERBERT A. HEDGES

General Agent
EQUITABLE LIFE INSURANCE CO. OF IOWA
(Since 1867)
ARCADE E, BOARD OF TRADE BUILDING

ROBERT J. COSTIGAN

MISSOURI BRANCH MANAGER
BUSINESS MEN'S ASSURANCE COMPANY
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J. R. FARNEY

DIRECTOR OF AGENCIES, WESTERN DIVISION
THE OHIO NATIONAL LIFE INS. CO.
MISSOURI-KANSAS-OKLAHOMA
1111 BRYANT BUILDING

KANSAS CITY AGENCY

J. D. McInnes, Manager
KANSAS CITY LIFE INS. CO.
UNIVERSITY CLUB BLDG., 914 BALTIMORE AVE.

Reappraise Ideas; Keep Out of Middle

(CONTINUED FROM PAGE 18)

from the war have produced a flood in our economic world and have taken purchasing power from our former best prospects and deposited it among groups that we have not been contacting. To the extent that a life underwriter can alter his prospecting to take advantage of this shift in purchasing power, to that extent will he be able to maintain or increase his production. There's no question but what purchasing power exists. 1942 will see the largest national income in the history of the republic, and income means purchasing power. Even after the heavy taxes, the net national income will be much higher than it was during the 30's. Therefore, it will pay us to analyze our prospect files and branch out into those lines of business which are enjoying increased wages and increased profits. The present situation will be a test of the resourcefulness and industry of the life underwriters of America.

What appeal can we use in these new fields? Those who are going to devote most of their efforts among wage earners will find that the thrift appeal and the protection appeal will bring the same results there that they have in the middle group. In the upper income groups, the tax appeal is all important. Life insurance to secure maximum tax exemptions; life insurance to pay estate and inheritance taxes; life insurance trusted through two generations to avoid a second tax at the death of the first beneficiary; business insurance on key men, the proceeds of which can be added to the surplus of a company without taxes; partnership insurance purchased by individual partners on the lives of each other; these are some of the possibilities in the inheritance and estate tax field.

However, we are finding now that men are more interested in income

taxes, which are a very present problem, than in inheritance and estate taxes, and contracts which offer the possibility of income tax reduction get instant attention. As soon as the new revenue bill is enacted, I expect to see the greatest activity in the pension trust field. While this is a highly technical subject, it is not one in which a competent life underwriter cannot attain sufficient proficiency to handle small cases and to recognize prospects for larger ones where he may want to secure the services of one of the well-known experts in this subject.

Another development of the income tax savings in which we have had a great deal of success in our agency is a modification of the group or wholesale plan for use with ordinary policies. The employer makes available to his employees life insurance on the ordinary life, or some other permanent plan, the employees paying one-half of the gross premium and the employer paying the balance of the premiums, after deducting dividends. The employee has a contract in which the cash values from the fifth year on are more than his total deposits and all rights in the contract are vested in the employee except the privilege of making loans or surrendering it while the employer is paying part of the premiums.

Other Features of Wholesale Plan

The employer is entitled to deduct the premiums as a business expense, treating the premium on each contract as a bonus to that employee. The employee pays an income tax on the employer's contribution and this is the distinctive way in which the plan differs from a pension trust but it has been found that a great many employers of small groups would consider this plan who wouldn't go to the trouble and



T. M. Riehle, Equitable Society, New York, past president N.A.L.U., F. G. Bray, New England Mutual, Houston, and E. B. Thurman, New England Mutual, Chicago.

expense of establishing a trust. The plan can be adapted to any number of employees and any plan of insurance, and the cost to the employer is negligible when compared with the benefits to the employees.

Indianapolis Life Men Are Meeting the Challenge

Life Underwriters are fulfilling tremendously important missions in the hour of their country's need

- Through War Bond Sales
- Through Civilian Defense Activities
- Through diverting dollars into anti-inflationary channels

and

- Through HELPING DEFEND HOME and NATION by spreading the mantle of life insurance protection.

INDIANAPOLIS LIFE FIELDMEN have gladly accepted positions of responsibility in War Bond Sales and Civilian Defense, and in addition,

They secured 22.2% more new PAID BUSINESS the first seven months of 1942 than for the same period in 1941.

They made July the LARGEST OF ANY JULY IN THE COMPANY'S HISTORY.

They SECURED AN INCREASE OF INSURANCE IN FORCE OF OVER \$4,500,000 the first seven months, bringing total in force over \$125,000,000.

We congratulate the men who have made this record. We commend life insurance men everywhere upon the vital part they are taking in answering the needs of Home and Nation.

INDIANAPOLIS LIFE INSURANCE COMPANY

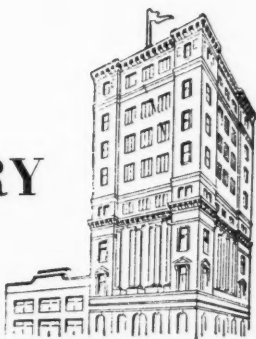
A Quality, Legal Reserve Mutual Company

Organized in 1905

EDWARD B. RAUB
President

A. H. KAHLER
2nd Vice-President
Supt. of Agencies

OUR 50th ANNIVERSARY YEAR



In this our Fiftieth Anniversary Year, Business in Force exceeds \$670,000,000. The Company continues to expand its operations and has recently entered three more States in the Union.

The
GREAT-WEST LIFE
ASSURANCE COMPANY

Head Office — WINNIPEG

Our 50th Anniversary Year

Recruiting Problem Becomes Paramount in Wartime

By JOSEPH S. SMITH

Ten, 15, 20, 30 years ago general agents and managers were full of vim and vigor, working eight, 10 and 12 hours a day. Doing what? Organizing, visiting territory, selecting men, procuring and assigning. Yes, that was years ago. Well, we who have been general agents 15 or 20 years have grown soft, assigning part of our duties to assistants and supervisors. We took up golf, we like week-ends and fishing, we get to the office at 9 o'clock and knock off at 4 o'clock. What a life! Life insurance business has been a beautiful garden of roses but now thorns have appeared.

Agency System to Have a Test

The young college graduates who entered into this business in recent years are striving for a commission, but a different kind of commission. The agency system is to have a test. Will folks walk up to the counter and buy insurance or will they continue to be sold by the men in the field? If sold by the men in the field recruiting must be done, in recruiting why take a chance on young men classified as C-1 (single) or C-2 (single with dependents) C-3 (married men, no children)? This leaves the recruiting field to C-4, married men with wife and children, dependents in fact. When will the draft boards induct C-4 men? I don't know and probably at present no one knows but if this is to be a long war my guess is that 75 percent of the manpower in this country will be in the service of Uncle Sam. No, not all under arms, but a large proportion in defense industries, industries essential to win this war, including farming, ranching, transportation, etc., so what are we up against? There are lots of men but how are we going to get them? Well as one fellow said to the other about the rubber situation, "the best way to solve the rubber situation is to forget the wrangling statesmen, coordinators, and tire companies, and concentrate on an easy way to get the rubber needed. That easy method probably has not occurred to some folks in Washington and so with all respect I wish to point out the best cure for the rubber shortage. There is plenty of rubber over yonder in the southeast Pacific area in the hands of the Japs, let's go get it."

Plenty of Timber

There are plenty of men and women whom we can get into the insurance business but it would take a great selling job, a job of training, and a job of financing.

In the past six months this agency has lost nine men, who in 1941 paid for more

they are to receive the proper training as each new man should be given at least three weeks of thorough training, one week of prospecting, and one week of calling on prospects under the direct supervision and in the presence of the supervisor or the general agent. We be-



JOSEPH S. SMITH

lieve the idea of getting women agents, especially widows who are known in the community and who appreciate the necessity of life insurance is a splendid idea. One agent whom we have recently appointed is age 66, well known in the community. He has been a salesman for many years, has a very retentive mind and is financially able to take care of himself and I believe that he will develop into a splendid producer.

Getting Older Agents in Production

We in this agency believe that the greatest job we have today is getting the older agents who have been with the agency a number of years into production by doubling their efforts in securing business. It is true that the defense industries are employing men at a higher wage, therefore, it becomes necessary for us, in getting new men, to give them a substantial advance for at least six months or one year and see that they are properly trained and taught prospecting, given the proper supervision, or else the general agent will hold the bag.

The far-sighted man who enters into the life insurance business is in a position now as never before to realize what

Joseph S. Smith of Houston, general agent of the Aetna Life, is one of the picturesque, robust, potent life insurance Texans. He always keeps ahead of the procession. At the Aetna Life convention his massive frame of teeming personality makes him a character that is impressive.

than \$1,000,000 of ordinary business. In the last six months we have put on six new agents, none of them had past life insurance experience. Five of them are now in production. One agent was formerly an automobile executive, one a chamber of commerce employe, another is retired on pension but he is still full of vim and vigor, another agent formerly was in the general insurance business, one is a widow with two children who understands the need of life insurance. These agents are all classified as C-4, married men with dependents and who have passed the age of 45.

We sent out 50 letters to men who had been connected with concerns that were going out of business on account of priorities and on rechecking we found that the majority of these whom we have circularized had gone into defense industries. I think an ordinary agency should not secure more than six men a year if

a splendid future he has if he only has the intestinal fortitude to stick with it during the next three or four years. It is a business that has never had a priority or caused any man to lose his job by shutting up shop.

It is not advisable to select young men of military age. The best source of material are the white collared men over age 45 with dependents who have the foresight to get into a business, which by their own personal efforts and the assistance of their general agents, they can attain their financial goal without any worries of priorities.

In the ordinary sized agency we believe that if we put on five new men and get them into production during the year, not forgetting that every possible help should be given to the old men in the organization seeing that they will use every effort in doubling their production, such an agency is not standing still.

CAPITALIZE WITH CAPITOL LIFE

(Established 1905)

A strong enduring company which for 37 years has offered dependable service to thousands of policyholders in the Rocky Mountain, Southwest and West Coast areas.

Address inquiries to W. V. Woollen, Agency Vice President

THE CAPITOL LIFE INSURANCE COMPANY

Clarence J. Daly, President

HOME OFFICE

DENVER, COLORADO

"Enduring as the Rockies"

Keeping Up the Pace in War Time

When a company is able to meet storm and stress, war, pestilence, plague, depression, investigation, harsh and unjust criticism and still maintain its stride it is evidence of unusual vitality and the possession of the seeds of continual progress.

The North American Life prides itself on what it has overcome as well as what it has done. Unusual emergencies that confronted all companies, trying situations, unforeseen events have all been factors in testing the North American and preparing it more strongly to conquer the so-called foes.

Our agents believe in the indomitable will and spirit of their organization, the never-die attitude in their work, the determination to fight harder when it is necessary. In this way the company's fiber has been toughened and better adapted to confront abnormal situations.

Life insurance selling is a Great business for Great men.

Write if interested in a Permanent Connection

NORTH AMERICAN LIFE INSURANCE COMPANY

E. S. ASHBROOK
President



PAUL McNAMARA
Vice-President

JOHN H. McNAMARA
Founder

North American Building, Chicago, Illinois

Selling Yourself On—Not Off To Meet Wartime Conditions

(CONTINUED FROM PAGE 5)

ers. This is so simple that the writer almost feels like apologizing for laying forth the obvious. Needless to say no apology is indicated, for I have met altogether too many life underwriters this year who seem to feel that a magic lamp must be rubbed, or some miraculous new method of prospecting uncovered. Old methods, applied with intelligence, and combined with an alert mind on the whole subject, will work wonders as always.

Type of Prospect Important

It is similar in the selling field. Some say this is a year for package selling exclusively, some say it is a year for program selling exclusively. Observation of our own field would indicate that neither statement is true. The type of selling depends pretty much as it always has on the type of prospect to be interviewed. Another veteran underwriter who is having an especially good year told me that about all that he was using as a sales appeal was the age change. That certainly isn't very startling, but it has never yet failed to bring business in any kind of a year. I don't mean to imply that no attention should be given to the selling process. On the contrary, I think the more thoroughly and carefully the case can be presented, whether it be a retirement income package or a stock retirement plan, the better the chances of success. Sloppy selling never works very well; it is particularly futile at a time when prospects are mentally and emotionally disturbed. You can either find a sales idea for your given prospects, or find the right prospect for your given sales idea. It doesn't matter much which, provided the selling interview is carefully prepared and provided especially that the prospect is aided by you to understand beyond any possible doubt his acute need for your plan.

Need the Underwriters Guidance

Finally, war time is a time when people need your sound guidance and counsel on financial matters more than ever before. Try to remember this as you "Sell Yourself On—Not Off." Because the public is somewhat jittery, because the future is so very uncertain, because the nature of the post-war economy is such a complete mystery,—for reasons almost without end, men and women need all the financial guidance they can get, and a great many of them are eager for it.

You can fill this need admirably if you have first done what is necessary with yourself. That means a sound knowledge of life insurance and its economic ramifications, as steady an outlook toward the future as you can possibly attain for yourself, and a warm human and sympathetic attitude on your part toward the problems of those you meet in daily life. On top of these things you need an abiding faith in life insurance itself and on the ability of life insurance to smooth the path of all who own it, both during the war and afterward. The ability of life insurance, in substantial and adequate amounts, to bring peace of mind to the average man is well known to every reader. In these days when peace of mind of any sort is a pearl of great price, you have your duty to perform and your opportunity before you.

"Plan and Scram" Is Key to Dix Teachenor's Success

(CONTINUED FROM PAGE 8)

cial situation, his family and business affairs are investigated now far more thoroughly than heretofore. Listed prospects who, upon investigation, are disclosed to be unlikely to buy, are crossed off peremptorily.

Mr. Teachenor's practice of saving time, both his and the prospect's, has

Nominator



JUDD C. BENSON

While there are no contests for National association officers this year, the excess number of candidates for the six positions to be filled on the national board of trustees created plenty of work for the nominating committee, headed by Judd C. Benson, Union Central Life, Cincinnati.

always required adequate preparation through investigation so that the prospect need be asked only a minimum of questions. It has required, also, that the producer know enough about the prospect so that there need be little discussion as to types and values of policies.

Preparation for time-saving (as well as for personalized presentation, applicable specifically to the particular prospect) took a lot of time before war. But most prospects of a general class or in a business group had about the same problems.

In war-time, however, many conditions affect differently prospects heretofore somewhat similarly situated. The quantity of preliminary investigation and of preparation for each interview is greatly increased. At the same time, the necessity for time-saving, especially for saving the prospect's time, is accentuated. Moreover, many a prospects not only is now unwilling to give much time for an interview, but he's too busy to take his attention away from his daily affairs for very long and certainly he oughtn't to be asked to give time for conversation that is not vital to the purpose of the interview he has granted.

Two Hours for Five Minutes

Hence, under war conditions, Mr. Teachenor figures on giving at least two hours of preparation for every five minutes of sales presentation, which accounts for the large proportion of sales to interviews.

Reference has been made to the "personalized" service that the salesman, fully prepared, can and does render to the prospect. A certain attitude is characteristic of the salesman rendering this service.

"I put myself in the prospect's place," Mr. Teachenor pointed out. "I learn all I can about him, his personality, his finances, his business, his family and his problems. Then I think, 'what would I want to do if I were this man?' I study, and figure out just what I would want to do. Then I figure out just what I could do, bringing up before myself all possible objections to doing that thing which I want to do, telling myself all the reasons against doing it. And answering the reasons or solving the problems they raise. So, when I finally do see the prospect I'm really presenting a proposition such as he himself, if he had all my information about business, taxes, and insurance, would eventually figure out for himself."

To equip himself for thus presenting a

personalized case to prospects in various classifications, Mr. Teachenor has intensified his own general preparation, as well as the investigation of prospects. This general preparation includes study, not only reading of various publications, for familiarity with the latest developments in the various factors that affect prospects' insurance needs. These include his own company's materials, and insurance publications, for ideas in this field; business and government publications, for the latest conditions, influencing factors, and trends in such subjects as estate income and business taxes.

EFFECT OF THE WAR

The war, therefore, has increased the amount of preparation for any interview. Conversely, partly because of Mr. Teachenor's desire to reduce still further the time consumed in interviews, it has tended to reduce the interview time. Just how far this cutting of prospect's time can be carried is illustrated in a recent experience. Mr. Teachenor has been speeding up his approach and presentation; eliminating all unnecessary words, being expeditious, dynamic and efficient, but avoiding, he warns, seeming smart-alecky. He starts to talk as soon as he enters an office and gets the prospect's

attention. On this recent occasion, his watch (with its large second-hand) reported just 3½ minutes from entering to exit with the application in a first interview with a stranger. His record time is 1 minute and 40 seconds.

The shortness of actual interviews and greater time on preparation result in fewer interviews per day. Whereas he used to see four or five people a day, now he sees two or three. Not over half of these are interviewed by appointment, which is confined to people he knows personally, or to "big shots" in business. And he uses the telephone only for appointments. He closes about 85 percent of his cases on first interview.

Types of Insurance Sold

Mr. Teachenor follows trends in types of insurance sold, selling largely income endowments when these cover popular annuities later; and now, maximum protection on a permanent plan.

Mr. Teachenor stresses the sense of service which the salesman feels in "selling people money for future delivery," as he put it. With this attitude, there is satisfaction in serving every prospect.

"I get just as much kick out of selling a policy for \$1,000 as out of selling one for \$50,000," he said. "If I didn't, I would be on my way out of the life insurance selling." He therefore includes all income classes among prospects. The

THE NEW INSURANCE MONEY MAKER issued by the ILLINOIS BANKERS LIFE ASSURANCE COMPANY THE INCOME BUILDER

1. We have a NEW PLAN to enable you to make more money in these times.
2. This PLAN will not interfere with your present business.
3. ONE-TENTH THE SALES, through large first commissions and large renewal commissions will return you TEN TIMES the earnings of the same volume of life insurance alone under our plan.
4. IN ONE YEAR, you build as large a renewal income as you would in ten years writing the life insurance alone under our plan.
5. This Contract Pays All Ways:

If you live too long.
If you do not live long enough.
If you are disabled.
If you have an emergency need for cash.
ALL AT EXCEEDINGLY LOW COST.

HUGH D. HART
Vice President and Director of Agencies

Illinois Bankers Life Assurance Company

MONMOUTH, ILLINOIS

law of averages will bring in the big ones, he says.

Hence his feeling of gratitude over having been the means of payment of claims for some \$1,250,000, and for the annuities for which clients have expressed their thanks to him, over the more than a dozen boys who are now going through college on "future delivery money" obtained through his services.

"You've got to have this interest in people served to get anywhere in life insurance," he says. "I never could make money when I needed it or wanted it, because if I do the dollar rings in my voice and the client senses it."

As was pointed out, Mr. Teachenor answers no objections directly. One reason is that when any are raised, he vanishes. He doesn't dodge objections. All valid ones that he could discover were

covered by his positive presentation. But he doesn't stop to argue, to meet competition or to talk with the prospect who turns out to be "objectionable," either controversially or personally. "Somebody else can, or might, write them," he says, "if not, that's the prospect's fault, not the fault of life insurance."

Prominently displayed for his own stimulation over Mr. Teachenor's desk is the slogan: "It can be done!"

Recently, another has been posted: "Plan and Scram." "The instant I have a doubt, during an interview about selling a prospect I scam," Mr. Teachenor said. "I can usually tell in a few minutes," and he means literally a few minutes or 60 seconds, "whether or not my preparation has been adequate, or some personal or temperamental element in the situation is going to obstruct the process of closing."

Board Chairman Controversy Settled

(CONTINUED FROM PAGE 3)

Mr. Rutherford, who was general agent for Penn Mutual Life in Seattle, and who is a N.A.L.U. trustee, several weeks ago was selected by the trustees to fill the newly created position of chairman of the board of trustees with extraordinary powers. He resigned his Penn Mutual position and his company appointed a successor. Then the storm broke. O. Sam Cummings of Dallas, a former president, and a specialist on organization structure, publicly took strong exception to the proposal on the ground that to give a salaried official authority superior to that of elected officials was undemocratic. Other leaders endorsed Mr. Cummings' stand and an issue of major importance was precipitated.

Not Question of Personality

At no point was a question of personality involved. The choice of Mr. Rutherford for top headquarters position was extremely popular. It is believed that he will be a strong man in legislative work, he is a magnificent speaker, he is level headed and draws men to him personally. It was entirely a matter of principle of organization setup and the final decision was regarded as wise.

After Mr. Cummings raised the issue, he was requested by the trustees to suggest an amendment to the by-laws that he would favor. The amendment the trustees approved Monday was identical to that which Mr. Cummings proposed.

The mechanics of the change will consist of the by-laws committee Tuesday afternoon submitting the proposed amendments. Then the delegate body Wednesday will pass on the proposal, and immediately thereafter, it is assumed, the trustees will announce their decision to name Mr. Rutherford to the post.

The proposed amendment reads:

"The executive vice-president shall be the active managing officer of the National Association of Life Underwriters under the supervision and direction of the president and trustees. He shall assist the president and trustees in conducting the business of the organization and shall perform such duties as are specified or implied in the by-laws or as may be assigned to him by the board of trustees. He shall attend such meetings of the trustees as he may be requested to attend and shall attend the meetings of the national council and all conventions of the N.A.L.U. but shall have no vote. He shall make a report to the N.A.L.U. at the annual convention and such other reports as directed by the president or the board of trustees."

Incidentally the report of the by-laws committee is to be given by E. A. Crane, Northwestern Mutual, Indianapolis, in the absence of Earl Colborn, Connecticut Mutual, Rochester, N. Y., who is now a captain in the army corps, at Miami Beach.

Another problem facing the association is that of revenue. A budget meeting was held early Monday morning. The membership has fallen off from about 33,000 to about 29,000 due to agents entering the armed services and defense industry and the prospect is that expenses will be higher. One proposal is that the dues be increased by 50 cents.

At the luncheon Wednesday the speakers are to be John Witherspoon, John Hancock, Nashville, the retiring president; Grant Taggart, California-Western States, Cowley, Wyo., the incoming president and Mr. Rutherford.

The convention theme, which was selected with the Minneapolis gathering in mind, is retained for the abbreviated sessions in Chicago, it being "Life Insurance—Defender of Home and Nation."

The election of officers and trustees takes place Tuesday afternoon with Judd C. Benson, Union Central, Cincinnati, reporting as chairman of the nominating committee. There is no contest in sight over any of the four executive positions and the new lineup will be: Grant Taggart, California-Western States Life, Cowley, Wyo., president; Herbert A. Hedges, Equitable Life of Iowa, Kansas City, vice-president; Walter E. Barton, Union Central, New York, treasurer, and W. H. Andrews, Jr., Jefferson Standard, Greensboro, N. C., secretary.

There are to be six trustees elected. It was announced that B. J. Stumm, Northwestern Mutual, Aurora, Ill., had withdrawn as a candidate, but a new candidate appeared on the scene, he being J. G. Callahan, Metropolitan Life, St. Louis, a former N.A.L.U. secretary. Mr. Callahan is a hard worker in organization affairs and has been particularly active in the war bond drive. Thus there are still 10 candidates for the six positions. The list is:

Jul Baumann, Pacific Mutual, Houston; Mr. Callahan; E. J. Dore, Mutual Benefit, Detroit; Paul Dunnagan, Canada Life, Minneapolis; H. C. Lawrence, Lincoln National, Newark; Glenn McTaggart, Prudential, St. Louis; Clifford Orr, National Life, Philadelphia; Tom B. Reed, Great Southern, Oklahoma City; Roy Ray Roberts, State Mutual, Los Angeles, and Sidney Wertimer, Prudential, Buffalo.

Although the idea is not likely to be presented at this meeting as a formal proposal, a good deal of lobby sentiment was developing in favor of an informal suggestion that the method of electing trustees be changed. The country would be divided into 12 regions and each region would be entitled to a trustee and would elect its own man for that position. Advocates of that plan contend it would be more democratic. Moreover, they say, it would be better for each locality to pass on a man, knowing his character and his works.

The trustees were in session morning and afternoon Sunday, with the Rutherford situation uppermost in the discussion. A decision in that matter was not



Webster says "zyzzogeton" is the "last word" in the language. Security Mutual says the new SECURITY SPECIAL Ordinary Life is the "last word" in policy contracts! Here is the answer to your need for an up-to-date contract to fit today's conditions!

Ask for sample contract and rates.

Security MUTUAL LIFE
INSURANCE COMPANY
INCORPORATED 1886 / Binghamton, New York
FREDERICK D. RUSSELL, PRESIDENT

MUTUAL TRUST LIFE INSURANCE COMPANY

HOME OFFICE
CHICAGO



FIELD BUILDING
ILLINOIS

"As Faithful as Old Faithful"

IS THE GENERAL AGENCY SYSTEM ON ITS WAY OUT?

The answer to that one is that practically all mutual net level premium companies have been built up under that system and are making steady and substantial progress year by year.

So long as freedom reigns in a free land and men are born who learn how to crack the whip over their own backs the General Agency System will continue to grow and prosper.

A small group of successful General Agents has, in 37 years, built up for Mutual Trust, assets of 55 millions and insurance in force of 200 millions. There is no death rattle in that.

Nothing Better in Life Insurance



Paul Dunnagan, Canada Life, Minneapolis; Ellis Sherman, Northwestern National, president Minneapolis association; L. W. LaBounta, Penn Mutual, Minneapolis, and M. C. Loughman, broker, Minneapolis.

reached on Sunday and the trustees went into session again Monday morning determined to come to an agreement. Two trustees were unable to be present in Chicago due to illness, they being Homer Rogers, Equitable Society, Indianapolis, and Ralph Hoyer, John Hancock Mutual, Columbus.

The Dayton, O., association was awarded the Charles Jerome Edwards membership cup and Henry S. Stout, national committeeman, is on hand to accept the trophy.

Winners of the awards to general agents and managers associations for outstanding progress were selected at Chicago on the basis of activity reports submitted by the local units. Among class 1 cities, Chicago was given the decision and gets the cup presented by the "Managers Magazine" which has been

held by Los Angeles. Hartford is the class 2 winner and Hawaii, class 3.

The national trustees and the nominating committee both were in session all afternoon Monday. The trustees of the American College held a dinner meeting Monday evening.

Cocktail Party for Witherspoon

Paul F. Clark and J. Harry Wood, vice-presidents of John Hancock Mutual Life, are giving a cocktail party Tuesday evening in honor of Mr. and Mrs. John A. Witherspoon.

The law of averages pays double time for overtime.

Calls flower into business only after they bud as interviews.

3 IMPORTANT POINTS YOU SHOULD KNOW ABOUT GREAT AMERICAN LIFE

1. That your efforts with this company are being appraised by home office executives who are salesminded.
2. That the home office staff has intimate knowledge of conditions in the field through actual working experience.
3. That the management has always directed financial policies to assure Great American Life men they are selling the soundest possible insurance values . . . in the form of truly "salable" contracts.

**THE
GREAT
AMERICAN
LIFE INSURANCE COMPANY**

HUTCHINSON :: KANSAS

WILL S. THOMPSON, President



**WE SALUTE
THE LIFE UNDERWRITER
For His Sale of Defense Bonds
A Typical American**



**PEOPLES LIFE
INSURANCE COMPANY**

The Friendly Company

Frankfort • Indiana

WRITING INSURANCE DURING THE WAR TIME

The Great Northern Life Insurance Company prides itself on being able to adjust its operation, its service, its practices to new conditions or emergencies as they arise. People and institutions are in need of life, accident and health insurance in these troubled days even more so than in times of peace. Therefore, the Great Northern Life recognizing the situation has geared itself accordingly. Life insurance is flexible and is able to meet changing demands.

Agents are particularly desirous of having a company that appreciates their problems and that can fit itself to a new situation at once. This means that the Great Northern Life during this war time recognizes a special obligation to agents and policyholders. War time service means something different from peace time service.

Time goes on without abatement. Conditions change. These new demands must be met. Life insurance is continuous but elastic and can be fitted to meet any contingency which may arise now or in the future.

**THE GREAT NORTHERN LIFE
INSURANCE COMPANY**

110 South Dearborn Street, Chicago

Sales Readjustment to War Conditions Expected Soon

(CONTINUED FROM PAGE 4)

crease in the armed forces, the extension of the draft, and the transfer of large numbers of men to war industries. This has affected our selling forces as well as our prospects. Those who have gone are out of the picture as far as new life insurance selling or buying is concerned. Those who have not gone but who have been upset by uncertainty as to their future going have been to a large extent out of the picture also.

Uncertainties About New Tax

Then there are the uncertainties about the effect of the new tax bill. When that has been enacted, certainty, even though unpleasant in many, many instances, will replace uncertainty and definite plans can be made. For those whose incomes will be reduced substantially by taxes, there will be many others in the lower brackets who will have increased incomes.

The war news has been unsettling and has taken people's minds off of their business. It is quite likely and greatly to be hoped that the next few weeks still touch bottom in that regard. In any event, we become more accustomed to taking things in our stride as we get more practice in doing so.

The Positive Factors

Now let's look at some of the positive factors likely to have influence as time goes on. First there is the unprecedented national income previously referred to. The margin available for saving is also unprecedented. There is no need to recount the effects of the shortage of consumers' durable goods, of price ceilings, of the restriction of installment credit, of the completion of payments on old obligations in providing a margin of income that can not be spent in the usual ways. The margin has been estimated to be from 15 to 25 billions in the next 12 months. A very large proportion of that will go into war bonds. But of the amount that will not, we should get our share. Life insurance premiums in this country have been running recently on a net basis between 3 and 3½ billions a year. If we could increase that by a half billion we would know that something had happened in our business.

And why should we not do so? The purchase of life insurance is in the national interest. It furnishes money with which the companies buy government bonds. It removes money from the commodity markets and thus helps to combat the grave menace of inflation. Despite the efforts of the government (some of them unfortunately exceedingly timid and ineffective) to hold down prices, no one can promise that the cost of living over the next few years will not rise from 50 to 100 percent. In saying this, I am mindful of the fact that holding down prices after the war may be a harder job than doing it under war conditions. War psychology is one thing; peace psychology another.

Should Protect Dependents

Any man with family obligations who looks into the future and does not protect his dependents in so far as he can against a substantial possible rise in the cost of commodities is skating on thin ice. Inflation prospects in the past have stimulated life insurance buying. I see no reason why they should not do so again in the not distant future.

As I see it we are soon to emerge from the period of profound disturbance through which we have been passing. Canada suffered a slump after her entry into the war and then a resurgence to satisfactory production levels. Why shouldn't we do the same as we look facts in the face and adjust ourselves to tap the huge stream of national income that is flowing in our direction?

Desire for Security Marks Present Day

(CONTINUED FROM PAGE 4)

ize for instance that life insurance is a good investment in spite of higher taxes or lower interest rates and will concentrate on this, she says, then your mind does not have time for fears or doubts. These recommendations Miss Hoffman earnestly believes to be most important and those closely associated with her attribute her success to her well developed knack of carrying them out consistently.

Making good use of the facilities of her agency, the Judd C. Benson agency of the Union Central where she has spent her entire life insurance career, Miss Hoffman specializes on women prospects and does over 90 percent of her business with them. For some years she has concentrated on tax anticipation funds and programs for wealthy women, particularly widows. In her presentation she does not claim to be an expert on tax questions. Instead, she sells the need of expert advice and the fact that her agency can supply this through her. Recognizing long ago that the payment of very large premiums from income is in most cases no longer possible even for wealthy people, she constantly sells the idea of payments from principal, recommending against any attempt to pay premium out of income. Miss Hoffman feels this is the only way to write a million and also the only sensible thing for a wealthy prospect to do.

In dealing with her clients, she always talks large amounts, strives to make her presentation simple and reasonable, and deliberately avoids any appearance that the case is of much importance to her. Show your prospects you have their interests at heart and avoid too many details, she recommends, using low pressure and saving emotion and secondary details for assistance in closing. Before seeing a prospect, Miss Hoffman first finds out everything possible about her, then discusses the whole subject with her agency associates and arranges to use some well established center of influence.

Then, after she has completely sold herself that the case stands on its own merits—that it is a "must" for the prospect, she carefully arranges for the interview under favorable conditions. In almost every interview in recent years she has emphasized security—the soundness of the institution of life insurance and the fact that paid up insurance answers the objection of fear of loss in case future premiums cannot be met. To those worrying about elastic dollars, Miss Hoffman stresses that the life insurance dollar is the only one sufficiently elastic to stretch to the extent of practically paying taxes for itself, and cites the large gains occurring in first or early year death claims.

No Room for Maginot Line Defense Complex-Penny

(CONTINUED FROM PAGE 21)

Knowing the value of each contact, each call and each interview, he organizes his work to achieve his objective. Hard work? Yes, the individual records of those who succeeded in our production clubs show how hard the work was but they also show how solid was the success of those who controlled their own difficulties and who were imbued with the spirit of attack and the will to victory. These life underwriters have done well for democracy, helping to preserve our democratic system of private initiative and free enterprise, to develop self-reliance and thrift, and to maintain the homes and the continuity of family life which is the keynote of happiness in any democracy.

"There are no circumstances, however unfortunate, that clever people do not extract some advantage from them."—La Rochefoucauld.

THE Jefferson Standard holds a strong position as it faces a new period of service. There can be no accurate forecast of the future as the world trembles with its people locked in terrific and terrible warfare. Even now our Government makes an increasing call on our ranks for man-power—we do not know the end. But, as the Company makes its sacrifice for the cause of freedom, there is a deep feeling of pride in what has been accomplished in a free country, and a great determination to carry on in the true American spirit, confident that victory will come to those whose forefathers wrote the first Declaration of Independence. Until victory comes, and from thence forward, our Field Force will serve those who believe with us that "a Jefferson Standard policy is a Declaration of Independence for the family."

JEFFERSON STANDARD LIFE INSURANCE COMPANY

Julian Price, President

Greensboro, N. C.

Second Front

The home front is the Second Front of this war. Upon the home front rests grave responsibilities, not the least of which is maintenance of our ideals. It was in defense of these ideals that all our battle fronts were created. Among those ideals is economic independence.

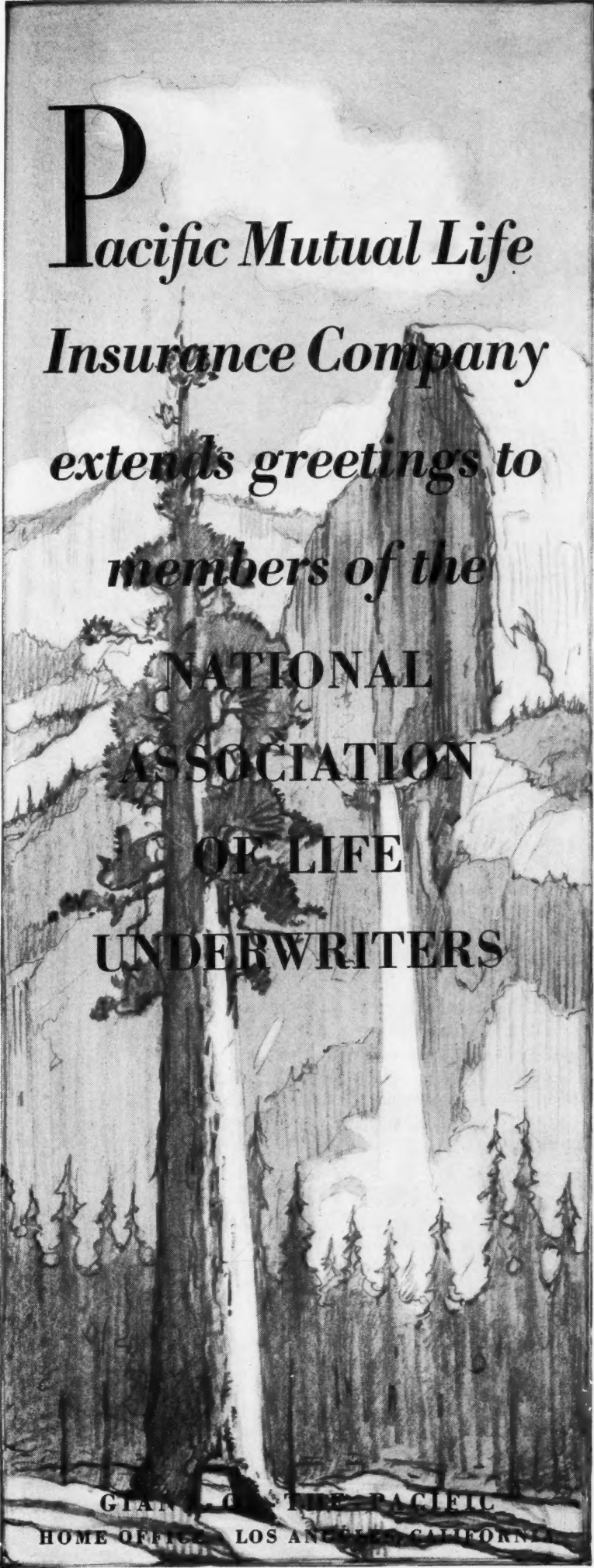
Fidelity has brought economic independence to the homes of thousands of its policyholders, through the "Income for Life" plan it originated in 1902. In the Fidelity sales kit, however, are included also Modified Life, Family Income, Family Maintenance, Modified Income for Life, Disability Income, Term to 65, Juvenile, Standard and Substandard.

For sixty-four years Fidelity has been known as a friendly company—friendly to agents and policyholders alike. That friendliness is still serving on the home front.

The FIDELITY MUTUAL LIFE INSURANCE COMPANY

Philadelphia

Walter LeMar Talbot, President



P*acific Mutual Life*
Insurance Company
extends greetings to
members of the
NATIONAL
ASSOCIATION
OF LIFE
UNDERWRITERS

GRAND OCEAN BUILDING
 HOME OFFICE LOS ANGELES, CALIFORNIA

Announcing!

A NEW STEP IN AGENT'S
Compensation

A Plus
CONTRACT

Liberal Commissions

+

Non-forfeitable Renewals

+

Lifetime Service Fee

+

Persistency Bonus

This contract is the result of careful study and analysis over a period of eighteen months by the company. Our fieldmen are impressed with its fairness, its opportunities for immediate earnings and its opportunities for the future.

TRULY A *Plus* CONTRACT

Commonwealth
Life

MORTON BOYD, PRESIDENT

HOME OFFICE LOUISVILLE

HONOR ROLL

SERVING IN OUR ARMED FORCES

NAME	CITY	STATE	BRANCH OF SERVICE
Anderson, Gordon	St. Paul	Minnesota	Army
Archard, Lynn	St. Paul	Minnesota	Navy
Arnold, R. H.	Nashville	Tennessee	Army
Aurelius, Paul	St. Paul	Minnesota	Navy
Barnes, J. C.	Roanoke	Virginia	Navy
Berger, Donald	St. Paul	Minnesota	Army
Bergquist, F. W.	St. Paul	Minnesota	Army
Bowman, O. E.	Denver	Colorado	Army
Blacklock, W. T.	Austin	Texas	Army
Campbell, F. C.	Marine	Minnesota	Navy
Carlson, Fred	St. Paul	Minnesota	Army
Chapin, Glenn	St. Paul	Minnesota	Marine
Chase, Guy B.	St. Paul	Minnesota	Army
Chittenden, A. H.	Denver	Colorado	Army
Cogil, G. L.	Denver	Colorado	Army
Deming, Floyd	St. Paul	Minnesota	Coast Guard
Drier, T. G.	Three Oaks	Michigan	Army
Fearing, A. H.	Lawrence	Kansas	Army
Fearing, O. K.	Kansas City	Missouri	Army
Floren, H. G.	St. Paul	Minnesota	Army
Goldman, S. J.	Los Angeles	California	Navy
Hanson, Martin F.	St. Paul	Minnesota	Army
Hart, C. I.	Amarillo	Texas	Army
Hartman, John K.	St. Paul	Minnesota	Army
Herder, Kenneth C.	St. Paul	Minnesota	Army
Hobson, J. W.	Sacramento	California	Army
Hill, James S.	St. Paul	Minnesota	Army
Hong, Edward	Danville	Illinois	Army
Irwin, B. M.	Alexandria	Virginia	Army
Linn, Arthur J.	St. Paul	Minnesota	Army
Malone, Richard	St. Paul	Minnesota	Army
Mentzer, Robert F.	St. Paul	Minnesota	Army
Mitchell, G. M.	Anderson	South Carolina	Army
Muldrow, A. M.	Lubbock	Texas	Army
Olsen, James E.	St. Paul	Minnesota	Navy
Peterson, W. R.	Minneapolis	Minnesota	Army
Ralls, G. A., Jr.	Houston	Texas	Army
Raper, E. E.	Washington	D. C.	Army
Renaker, R. E.	Cynthiana	Kentucky	Navy
Riggs, J. D.	Washington	D. C.	Army
Robbins, H. M.	Bemidji	Minnesota	Army
Robbins, J. W.	Wichita Falls	Texas	Army
Rowley, E. B.	Long Beach	California	Army
Sheehan, C. C.	St. Paul	Minnesota	Army
Sinclair, C. S.	Marion	North Carolina	Army
Stennes, George	St. Paul	Minnesota	Army
Sturgeon, E. C., Jr.	Dodge City	Kansas	Navy
Villari, L. P.	Cincinnati	Ohio	Army
Waddell, Mathews C.	St. Paul	Minnesota	Navy
Weibel, Rodney	St. Paul	Minnesota	Army
Weide, Roman	St. Paul	Minnesota	Army
Westergren, Lyle G.	St. Paul	Minnesota	Army
Weston, J. B.	Florence	South Carolina	Army
Zillafro, J. A.	Weslaco	Texas	Army



Service to society has led them to greater service in the Armed Forces of our country. We know they will acquit themselves with honor and we pray for their speedy return.

In the American consciousness there is developing a strong belief that man is given his position in life, not as an opportunity to wield power, nor to seek fame and riches, but as a means of being honorably occupied in the service of his fellow men.

One of the prime purposes of the N. A. L. U. is to dignify your occupation as a servant to society. It is a concept that augurs well for the world of the future.

We express our debt to those found on honor rolls and our thanks and congratulations to those who continue the less spectacular though equally important service to society as active underwriters.

THE MINNESOTA MUTUAL

LIFE INSURANCE COMPANY OF SAINT PAUL